

Forensic Hospital Restructure Consultation Guide

March 2023

Purpose

This consultation document provides staff in the Justice Health and Forensic Mental Health Network (Justice Health NSW) Forensic Hospital (FH) with information pertaining to a restructure of the directorate.

Case for change

In 2019/20, the FH, together with independent reviewers, undertook a comprehensive review of the hospital's Nursing, Allied Health and Administrative workforce. Critical to the review was feedback by staff and patients:

Our staff told us

Staff proposed five overarching deliverables:

1. the need for, and value of, a strong leadership structure to drive a positive culture;
2. the importance of quality, safety and risk management in the Forensic Hospital;
3. the need to have role clarification and reporting lines and duties that align with professional streams and award requirements;
4. a workforce structure that supports a balanced multi-disciplinary team approach to patient centred care, social justice, and psychosocial intervention; and
5. building a workforce for tomorrow, today.

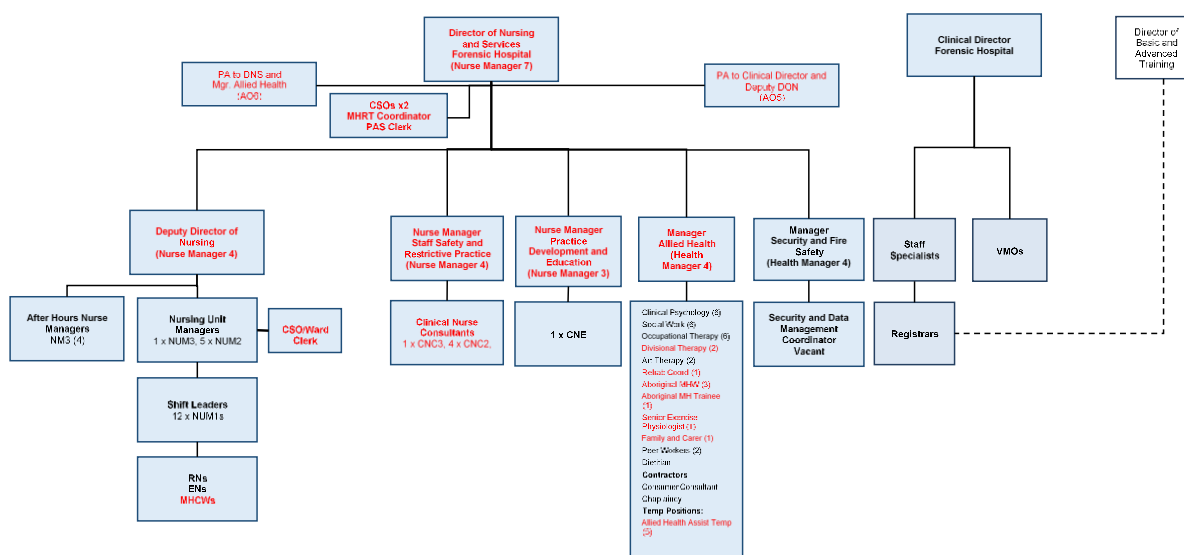
Our patients told us

Patients identified five growth areas that they felt were important to improve their care in the Forensic Hospital:

1. increased access to targeted rehabilitation and therapeutic groups;
2. increased access to clinicians and physical health services;
3. greater access to non-government organisations (NGOs) and formalised education;
4. improved access to programs for those in the Austinmer Units, including sub-acute areas;
5. greater access to Aboriginal and Torres Strait Islander staff and culturally specific services.

This review highlighted a need for the workforce structure to better support quality, safe, evidence based care, and to also be responsive to the needs and perspectives of staff and patients. Furthermore, quality patient care, future service developments, and a sustainable, specialist workforce were also recommended.

Current structure



Purpose of the FH restructure

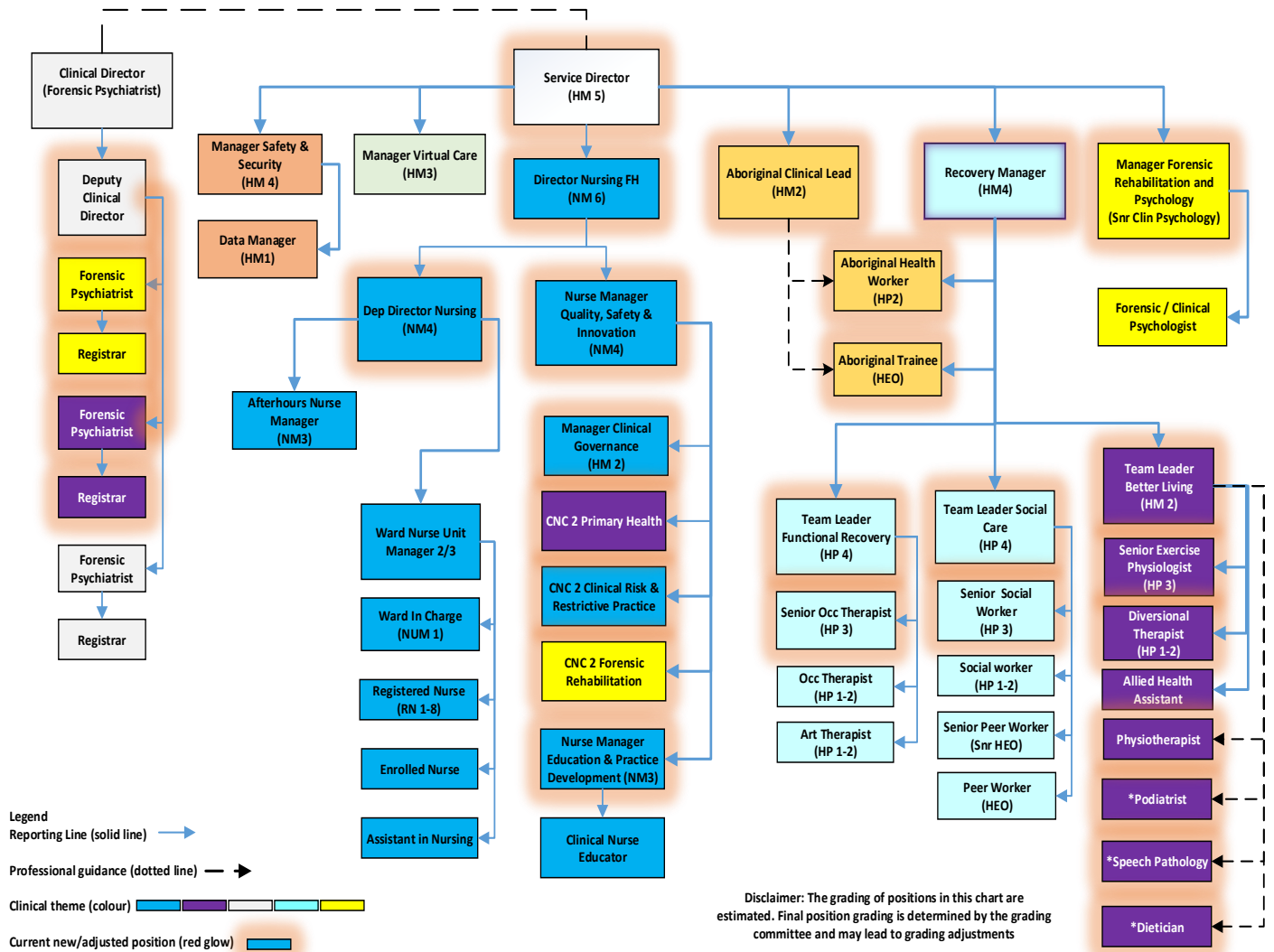
The purpose of the FH restructure is to create a workforce that best meets patient, staff, safety and specialist forensic mental health care standards, in a coordinated and efficient way. This will be achieved through:

- **Role Clarity.** The existing workforce structure has led to a blurring of clinical and management responsibilities and has been ineffective in governing, supporting and showcasing the therapeutic services and functions of hospital staff.
- **Service Streams.** The distinction of service streams, which directly align with the Forensic Hospital's model of care, is another key change proposed in the new workforce structure; as is the distinction of the Aboriginal mental health care stream, and the Quality, Safety and Innovation stream.
- **Enhancing Allied Health Services.** For the Allied Health workforce, a stepped management structure, a significant increase in Allied Health FTE positions, and the coordination of staff into functional streams are key changes. These changes also support two (rather than one) Allied Health positions being part of the hospital's senior management team.
- **Senior Management Team.** The Workforce Plan proposes that the senior management team will be led by a Service Director and Clinical Director. These positions will be supported by a Director

of Nursing and Deputy Clinical Director, alongside a Deputy Director of Nursing, Allied Health Managers, Aboriginal Mental Health, Security and Virtual Mental Health leads.

- **Support Staff.** The enhancement of the support staff workforce proposed in this plan will ensure fit for purpose resourcing.

Proposed Organisation Structure – Executive Team



Benefits of the proposed change

The new FH structure will support treatment and rehabilitation goals, which underpin the hospital's model of care. As part of this plan, specialist bio-psycho-social care (i.e. pharmacotherapy, recovery services, wellbeing assistance, and offence specific rehabilitation) will be explicitly delivered with the safety and supports assured through good governance, therapeutic security and clinical connection.

The Workforce Plan is focused on improving patient and staff experience. The expected benefits include:

- a strengthened leadership team;
- dedicated service streams to enhance bio-psycho-social forensic mental health care, interdisciplinary collaboration and governance;
- appropriately aligned, clear and efficient use of clinical and administrative positions;
- promotion of workplace culture, staff safety, equity and professional development.

Staffing

It is anticipated that most staff affected by changes to their role will be placed in a suitable/same position at level. Correspondence will be sent to applicable staff for consultation outlining any changes to their role or reporting line.

Consultation

Formal consultation between executives/management, employees and the relevant union(s) will be undertaken. This will include Forensic Hospital workforce restructure staff sessions, written correspondence and consultation meetings with unions, and meetings with affected employees.

For staff members that experience changes to their current role, where possible, they will be placed in a suitable/same position at level. Affected and impacted staff will also receive written notification of changes to their role and/or reporting lines.

Timeline

Consultation with staff and unions will commence from **Monday 20 March 2023** until **Sunday 9 April 2023**.

Where possible existing staff will be mapped to new/changed roles in April 2023. It is anticipated recruitment to vacant positions will commence also in April 2023. Staff will transition to new/changed roles as recruitment or mapping is completed.

Staff support

All staff will be provided details of the Justice Health NSW Employee Assistance Program. This is a free and confidential service to all employees and their immediate families. For assistance employees can call **1300 687 327** or visit the website on www.convergeinternational.com.au

Additional support services for FH staff include:

- support provided by line management and the Human Resources team and HR
- access to support and counselling services such as; the Employee Assistance Program, Nurse and Midwife Support, Beyond Blue, Lifeline, MindSpot.

Justice Health NSW will also support affected staff who may wish to apply for a position in the new structure with career coaching. Career Coaching will provide emotional support and practical strategies in developing CV's, answering selection criteria, and interview skills.

Affected and impacted staff wanting to apply for new roles will be provided further details of the coaching services available.

Further information

For further information on the restructure process or to ask a question, please email JHFMHN-FHWorkforce-restructure-Questions@health.nsw.gov.au.