

Mr Gerard Hayes
The General Secretary
Health Services Union (HSU)
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Date: 5 June 2024

RE: Evaluation of the restructured Rehabilitation Program, Macquarie Hospital- Occupational Therapy Rotation

Dear Mr Hayes

I am writing to you in relation to the outcomes of the twelve-month evaluation of the Macquarie Hospital Rehabilitation Program restructure. This restructure occurred in January 2023 after a lengthy and productive period of consultation. In June 2023 a six-month evaluation was completed, and we wrote to you to advise that a recommendation of this evaluation was to increase the Occupational Therapist rotation at Macquarie Hospital from three months to six months, with a plan to further review after six months. This change was implemented from July 2023.

In June 2024, the Macquarie Hospital Twelve-month Rehabilitation Program Restructure Evaluation was finalised and endorsed. This evaluation was conducted over the period January 2023- January 2024, and included both formal and informal feedback from consumers and staff at Macquarie Hospital. This evaluation found that the restructured Rehabilitation Program:

- Improved experience and enjoyment from persons attending programs. Staff have received feedback from participants that group content is more meaningful and more engaging.
- Provided people admitted to Macquarie Hospital more opportunity to provide feedback about the Rehabilitation Program and more involvement in the design and evaluation of the program.
- Saw an overall improvement of the quality, co-ordination, planning and delivery of programs delivered by Rehabilitation Program team.
- Promotes a collaborative, evidence based, person-centred and recovery orientated approach to rehabilitation program design, planning, evaluation and delivery.
- Has an improved referral system for people to attend the Rehabilitation Program.
- Involves more units such in the Rehabilitation Program.
- Provides supportive and strong leadership for the direction of the Rehabilitation Program team
- That the Rehabilitation Program team are more united, cohesive with improved collaboration within the team and other teams across the hospital.

The evaluation also found that Integration of Rehabilitation Program team members into Multidisciplinary team meetings on some units has led to improved communication and care planning for individuals admitted to Macquarie Hospital.

In addition to the benefits of the restructure, the evaluation also highlighted several challenges including:

- The six-month rotation being a short period of time to support and provide orientation to new staff members, integrate them into a team and to build therapeutic rapport with individuals, especially longer stay consumers.
- There is an increased workload for Occupational Therapy staff on the units secondary to changes with the NDIS.
- Unclear roles and responsibilities of Rehabilitation Program Team compared to roles on units.

Next Steps

To address the challenges identified in the twelve-month evaluation several recommendations have been made, these include:

- Increasing the Occupational Therapy rotation at Macquarie Hospital from six months to twelve months, commencing 1 July 2024. This will improve the continuity of care of Occupational Therapy services at Macquarie Hospital, as well as provided a more supportive environment for new staff, and will enable staff to build therapeutic rapport with consumers, especially those with extended hospital stays.
- Exclude the Occupational Therapy level 3 position from the Rehabilitation Program rotation commencing 1 July 2024. This will enable this senior position to provide increased support to the unit based Occupational Therapists.
- Develop a Model of Care for the Rehabilitation Program, with defined roles and responsibilities of all disciplines within the program.
- Continued use of Service Contact Forms (SCF) data to analyse the OT demand and capacity.
- Evaluation of the Occupational Therapy rotation period in twelve-months.

These recommendations have been developed through feedback and consultation with the local members and staff engaged in the local teams, and the changes will be commencing from 1 July 2024.

If you have any questions, or require further clarification, please don't hesitate to contact myself on 0407 745 601, or via email at Anne.Bajuk@health.nsw.gov.au or Ms Sarah Eldridge-Smith, People and Culture Manager, MHDA and PaCH on 0407 768 740 or via email at Sarah.EldridgeSmith@health.nsw.gov.au.

Yours sincerely



Anne Bajuk
Service Director
Macquarie Hospital

Cc: Emma Barr (Operations Manager MQH), Sarah Eldridge Smith (People and Culture Manager, MHDA and PACH)