

Proposed Restructure Plan

Illawarra Hospitals Group

Clinical Operations Directorate

Contents

1. Introduction	2
2. Purpose	2
3. Illawarra Hospital Group.....	3
3.1 Reason for the Restructure.....	3
3.2 Benefits or Impacts of the Proposed Structure	3
3.3 IHG Organisational Structure – Current State	9
3.4 IHG Organisational Structure – Proposed Future State.....	10
3.5 Number of Impacted Staff.....	11
3.6 New Position Descriptions (PD).....	12
3.7 Reporting Line Change Only	12
3.8 Direct Reports and Areas of Responsibility	17
3.9 Timetable for Implementation Information Sessions for Staff.....	17
3.10 Consultation with Industrial Organisations.....	17
3.11 Information Sessions for Staff	17
3.12 Possible Effects on EEO Groups.....	18
3.13 Counselling and Vocational Assistance for Staff.....	18
3.14 Estimated Staff Redeployment.....	18

1. Introduction

It has been eight years since the last formal restructure of the Illawarra Shoalhaven Local Health District (ISLHD). As part of the restructure in 2015, the Chief Executive introduced the role of the Executive Director Clinical Operations. The key purpose of this role is to lead, direct and manage the clinical operations of ISLHD in line with the NSW strategic priorities and ISLHD operational plans. To achieve this, clinical divisions were established, along with hospital hubs aligning to a hub and spoke model. While the Clinical Operations directorate has continued to evolve since 2015, the fundamental structure of its functions has remained – clinical divisions, hospital hubs and clinical operations support.

Recognising the need to review and reset the current ISLHD structure to ensure it is fit for purpose, the Chief Executive engaged Ernst and Young (EY) to conduct a SWOT of the current state and provide recommendations for a future state design. A final report was delivered in December 2022, which assisted the Core Executive Team with the design of the Tier 2 structure, and part of the Tier 3 structure.

A decision was made by the Chief Executive and Core Executive to take forward the organisational changes within a Project Framework. Phase 1 of the Organisational Design Project resulted in the amalgamation of the Northern Illawarra Hospitals Group (NIHG) and Southern Illawarra Hospitals Group (SIHG) to form the Illawarra Hospitals Group (IHG), with the appointment of one General Manager to oversee the IHG.

Phase 2 of the Project involves Directorate level restructures to ensure structures are configured in a way that reflect synergies with clinical services, professional groups and the ISLHD strategy.

2. Purpose

The purpose of this restructure plan is to describe the changes proposed for the Illawarra Hospitals Group, pending consultation and feedback from impacted staff.

The proposal excludes proposed changes to line management of the Heads of Department. There is in-principle approval to transition the Heads Department to report to the Medical Divisional Co-Directors, via the Head of Service. This will be taken forward by a subsequent restructure plan.

Illawarra Hospital Group

3.1 Reason for the Restructure

The 10-year vision for ISLHD includes an integrated healthcare system that supports people to stay healthy at home and in their community. Historically, there has been a lack of seamless integration of services, patients, and colleagues between NIHG and SIHG. This resulted in less efficient hand-off of patients and delays in patient transfers; inability to easily move resources across the hubs to meet shifts in demand, and services focused at a facility-level rather than District-level. As part of Phase 1 of the Organisational Design project, NIHG and SIHG were amalgamated to form IHG with the intention to support a more integrated and safe service for patients in the Illawarra area, with greater flexibility to allocate resources and meet services demands as needed.

The IHG portfolio encompasses Bulli Hospital, Coledale Hospital, Port Kembla Hospital, Wollongong Hospital and Shellharbour Hospital.

Opportunities exist to streamline the IHG portfolio due to the amalgamation of NIHG and SIHG. This can be achieved through:

- Creating a sustainable structure to meet the needs of the ISLHD population, aligned to the District Strategy.
- Creating a structure that facilitates leadership development and succession planning by the creation of a IHG Director Operations
- Realigning roles to span across the IHG, where possible.
- Decommissioning roles where responsibilities can be equitably distributed to appropriate and aligned alternative roles.

3.2 Benefits or Impacts of the Proposed Structure

The table below outlines the proposed changes to the IHG structure, the rationale for the changes, and benefits/impacts on services.

Current Role/Function	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
New role	<ul style="list-style-type: none"> • Creation of Director Operations IHG, reporting to the General Manager IHG. Line management of: <ul style="list-style-type: none"> ○ Patient Flow Manager WH ○ Patient Flow Manager SHH ○ Operations Manager Cancer and Ambulatory Care IHG 	<ul style="list-style-type: none"> • Enables the General Manager to focus on strategy for the large hub, including (but not limited to): <ul style="list-style-type: none"> ○ New Shellharbour Hospital build ○ Wollongong Hospital master planning and Precinct ○ MAC/Transit Lounge build/Planning

Current Role/Function	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
	<p>Operational Management</p> <ul style="list-style-type: none"> ○ Port Kembla Hospital ○ IHG Disaster Response and Management Portfolio • Dotted reporting line to: IHG Operations Managers 	<ul style="list-style-type: none"> ○ SAU, SHH ○ Maternity Services • The role will have accountability for the IHG access and flow strategy and KPIs. • This position will lead, guide and manage the portfolio of safe and timely access to care across the Illawarra Hospitals Group (IHG) and implement high levels of clinical expertise in order to provide high quality care to patients of the hospitals within the group, consistent with NSW Health and ISLHD policies, procedures and standards. • Ensure that the strategic flow plan is outcome focussed, considers the priorities, and is achievable. • Facilitate the engagement of medical and collaboration of medical colleagues in the development, monitoring and achievement of key organisational and portfolio initiatives/indicators. • Lead the development, coordination and implementation of the IHG Disaster Response and Business Continuity Response. • Facilitates leadership development and succession planning. • Allows appropriate alignment of roles.
Deputy Director Nursing & Patient Flow, Aged Care Ward, Rehabilitation Ward WH	<ul style="list-style-type: none"> • Change of position title to Deputy Director of Nursing/Operations Manager Aged Care Ward, Rehab Ward WH 	<ul style="list-style-type: none"> • Role scope changes align work and functions to portfolio. Identified point of contact for portfolio.

Current Role/Function	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
	<ul style="list-style-type: none"> Change of reporting line to Director of Nursing and Midwifery WH Change of role scope: Remove: Patient Flow and NIHG Disaster Response and Management Portfolio Regraded from NM7 to NM6 	<ul style="list-style-type: none"> Consistency in Decision-Making – standardised processes and practices leading to greater efficiency, effectiveness, and safety in healthcare delivery. Enhanced collaboration and improved integration of services, interdisciplinary teamwork and shared best practice. Optimised resource allocation and greater oversight and monitoring of allocation of resources based on overall needs of the hub. Improved quality of care. Increased accountability for the overall performance of the portfolio, fostering a culture of responsibility and ownership. Enhanced problem identification and resolution, and the ability to quickly implement corrective actions due to clear roles, responsibilities, and reporting escalation pathway. Leadership and management capability development, providing opportunities to act in senior roles.
Operations Manager – Inpatient Medicine WH	<ul style="list-style-type: none"> Change of reporting line to Director Nursing and Midwifery WH Change of role scope: <ul style="list-style-type: none"> Remove Endoscopy 	
Operations Manager – Surgery WH	<ul style="list-style-type: none"> Change of position title to Operations Manager – Surgery & Endoscopy WH Change of reporting line to Director Nursing and Midwifery WH Change to scope of role: <ul style="list-style-type: none"> Add: Endoscopy 	
Operations Manager – Cancer Services & Outpatients WH	<ul style="list-style-type: none"> Change of position title to Operations Manager – Cancer and Ambulatory Care IHG Change of reporting line to Director Operations IHG Expanded scope of role across IHG to incorporate Ambulatory Care across IHG. Regraded from NM5 to NM6 	
Operations Manager – Maternity & Paediatrics WH	<ul style="list-style-type: none"> Change of reporting line to Director Nursing and Midwifery WH 	
Co-Director Critical Care ISLHD / Operations Manager Intensive Care	<ul style="list-style-type: none"> No change to reporting line for Co-Director Critical Care ISLHD portion of the position (continue to report to EDCO), 	

Current Role/Function	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
Unit and Emergency Department WH	<ul style="list-style-type: none"> Change of reporting line to Director Nursing and Midwifery WH for the Operations Manager ICU and ED WH portion of the role. Scope of position remains unchanged 	
Nursing Workforce Manager WH	<ul style="list-style-type: none"> Change of position title to Nursing Workforce Manager IHG Change of reporting line to Director Nursing and Midwifery WH Expanded scope of role across IHG Regraded from NM3 to NM4 	<ul style="list-style-type: none"> Create a hub-based nursing Workforce Unit, resulting in a more efficient, effective and collaborative approach to nursing and midwifery workforce retention and recruitment across the hub.
Nursing Workforce Manager SHH	<ul style="list-style-type: none"> Change of position title to Nurse Manager Casual Pool and Staffing IHG Change of reporting line to Nursing Workforce Manager IHG Expanded scope of role across IHG Regraded from NM3 to NM2 	<ul style="list-style-type: none"> Will report to the Nursing Workforce Manager IHG and provide a hub-based approach to nursing workforce.
Director Nursing / Site Manager SIHG	<ul style="list-style-type: none"> Change of position title to Director Nursing / Site Manager SHH Change of Scope of role: <ul style="list-style-type: none"> Remove Port Kembla Hospital Remove SIHG Disaster Response and Management Portfolio Regraded from NM6 to NM7 	<ul style="list-style-type: none"> Allows to position to focus on strategic and operational requirements of the SHH, including the New SHH build and the Safe Assessment Unit
Deputy Director Nursing / Operations Manager SHH	<ul style="list-style-type: none"> Change position title to Deputy Director of Nursing/ Operations Manager SHH, ED Change to scope of role: <ul style="list-style-type: none"> Remove Patient Flow Add Figtree Transitional Aged Care Unit Regraded from NM4 to NM5 	<ul style="list-style-type: none"> Deputy Director of Nursing/Operations Manager SHH, ED, will continue to report to the Director of Nursing/Site Manager SHH, with the Patient Flow function to be transferred to the Director Operations IHG

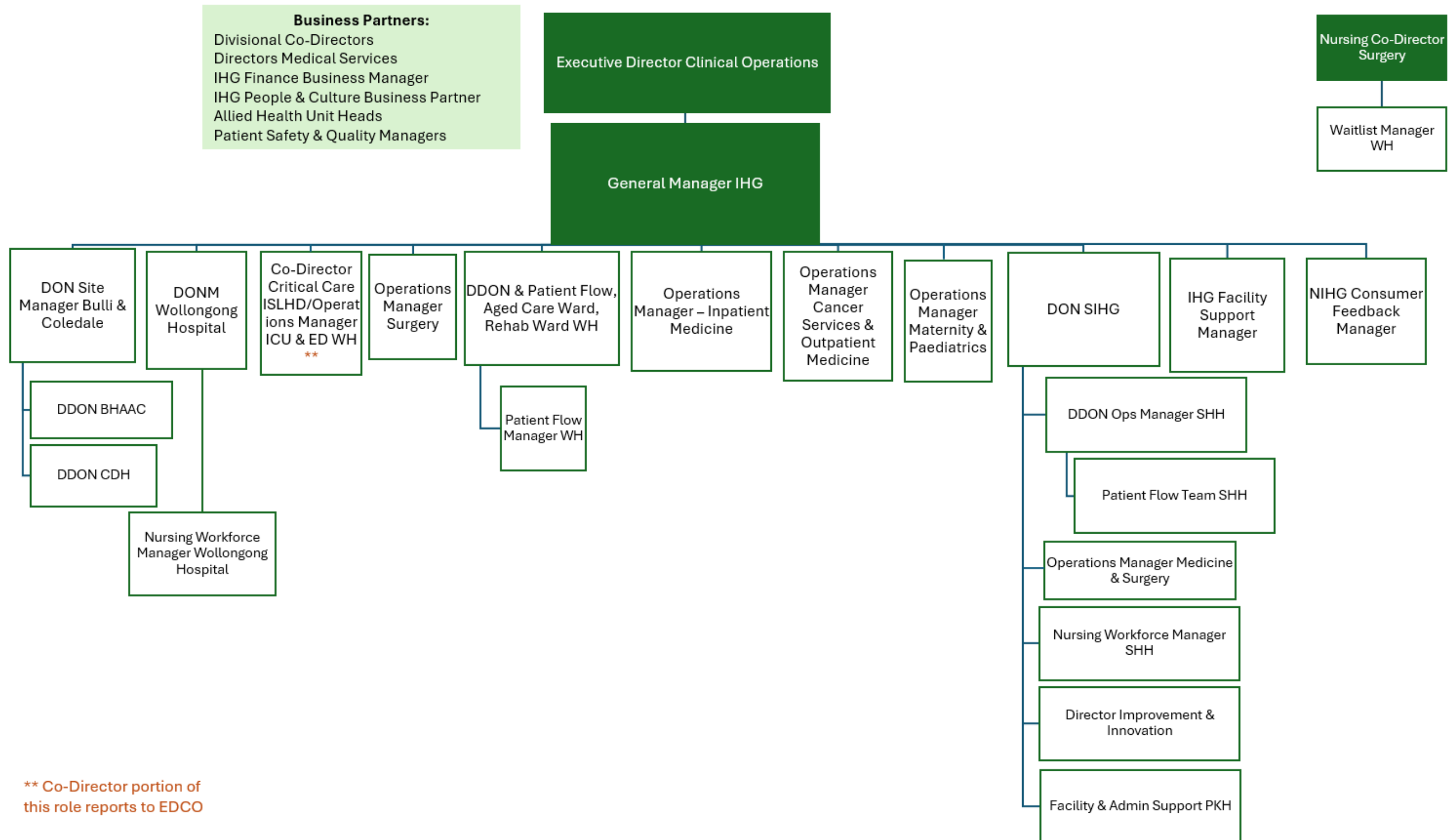
Current Role/Function	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
Operations Manager Medicine & Surgery SHH	<ul style="list-style-type: none"> Change of title to Operations Manager Inpatient Services SHH Role scope change: <ul style="list-style-type: none"> Remove: SHH Ambulatory Care Centre Remove: Figtree Transitional Aged Care Unit 	<ul style="list-style-type: none"> The Operations Manager Medicine and Surgery SHH, will continue to report to the Director of Nursing/Site Manager SHH. This reflects the broader IHG structure, where Operations Managers report to the Director of Nursing/Midwifery at their respective facility.
Patient Flow Manager WH	<ul style="list-style-type: none"> Change of reporting line to Director Operations IHG 	<ul style="list-style-type: none"> Improve the communication, coordination and improve patient experience, safety and smoother transitions between departments and sites both within and outside of IHG. Enhanced efficiency and optimal use of staff and resources. Reduced length of stay through the ability to identify bottlenecks in the system from a broader IHG perspective.
Patient Flow Team SHH	<ul style="list-style-type: none"> Change of reporting line to Director Operations IHG 	
Consumer Feedback Manager NIHG	<ul style="list-style-type: none"> Change of position title to Consumer Feedback Manager IHG Expansion of the role to support all of IHG not just WH The proposed new Consumer Feedback Officer IHG position will report to this role 	<ul style="list-style-type: none"> To improve the quality, consistency and timeliness of the IHG responses To meet the growing demand across the hub
New role	<ul style="list-style-type: none"> Creation of the Consumer Feedback Officer IHG reporting to the Consumer Feedback Manager, IHG 	<ul style="list-style-type: none"> The Consumer Feedback Officer IHG will be responsible for supporting the management of complaints, compliments, Ministerials and HCCC for all facilities across IHG. The current workload for the Consumer Feedback Manager NIHG is unsustainable and there no ability to succession plan. This role currently manages greater than 60% of the Complaints, Ministerials and HCCC received across the district.

Current Role/Function	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
		<ul style="list-style-type: none"> This role will report to the Consumer Feedback Manager IHG
Deleted role	<ul style="list-style-type: none"> Decommission of the Director Improvement and Innovation SIHG (HSM5) at SHH 	<ul style="list-style-type: none"> Remains fully funded - to be utilised to fund the new role of Director Operations IHG
Deleted role	<ul style="list-style-type: none"> Decommission of the Facility & Admin Support PKH (HSM1) role at PKH 	<ul style="list-style-type: none"> Remains fully funded – to be utilised to fund the Consumer Feedback role for IHG

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3.3 IHG Organisational Structure – Current State

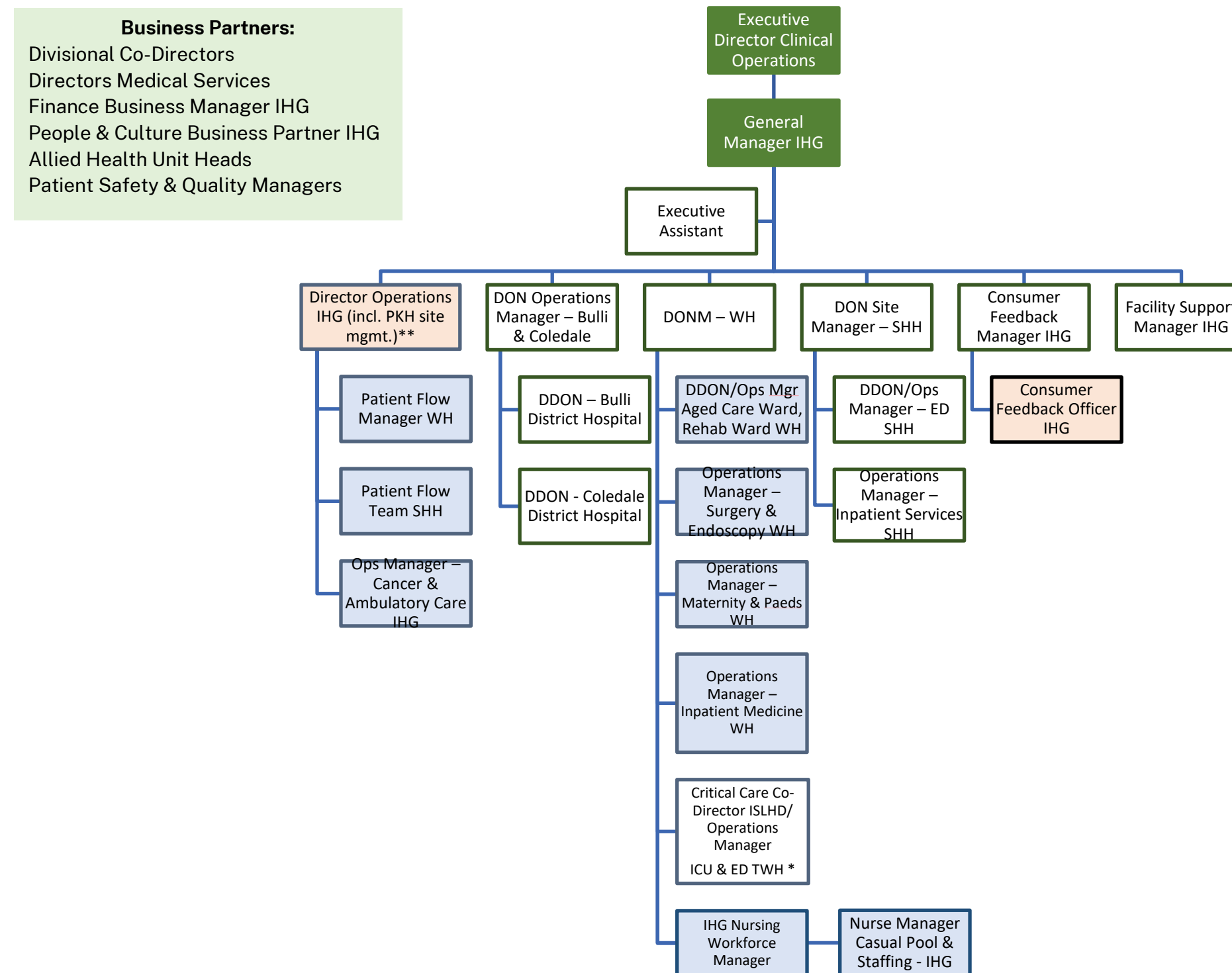
Trim: DT24/77787



** Co-Director portion of this role reports to EDCO

3.4 IHG Organisational Structure – Proposed Future State

Trim: DT24/77789



Current State

Proposed new role
<p>1. Project Manager</p> <p>2. Business Development</p> <p>3. Marketing</p> <p>4. Finance</p> <p>5. Operations</p> <p>6. Human Resources</p> <p>7. Legal</p> <p>8. IT</p> <p>9. Customer Service</p> <p>10. Product Development</p> <p>11. Quality Assurance</p> <p>12. Supply Chain</p> <p>13. Research and Development</p> <p>14. Compliance</p> <p>15. Public Relations</p> <p>16. Investment</p> <p>17. Strategy</p> <p>18. Procurement</p> <p>19. Facilities</p> <p>20. Security</p> <p>21. Environmental</p> <p>22. Sustainability</p> <p>23. Corporate Governance</p> <p>24. Internal Audit</p> <p>25. External Audit</p> <p>26. Regulatory Affairs</p> <p>27. Government Relations</p> <p>28. Community Relations</p> <p>29. Employee Relations</p> <p>30. Compensation and Benefits</p> <p>31. Training and Development</p> <p>32. Performance Management</p> <p>33. Recruitment</p> <p>34. Onboarding</p> <p>35. Offboarding</p> <p>36. Exit Interviews</p> <p>37. Employee Engagement</p> <p>38. Employee Satisfaction</p> <p>39. Employee Retention</p> <p>40. Employee Turnover</p> <p>41. Employee Productivity</p> <p>42. Employee Absenteeism</p> <p>43. Employee Safety</p> <p>44. Employee Health</p> <p>45. Employee Well-being</p> <p>46. Employee Diversity</p> <p>47. Employee Inclusion</p> <p>48. Employee Equity</p> <p>49. Employee Fairness</p> <p>50. Employee Transparency</p> <p>51. Employee Accountability</p> <p>52. Employee Responsibility</p> <p>53. Employee Ethics</p> <p>54. Employee Integrity</p> <p>55. Employee Honesty</p> <p>56. Employee Trust</p> <p>57. Employee Loyalty</p> <p>58. Employee Commitment</p> <p>59. Employee Dedication</p> <p>60. Employee Passion</p> <p>61. Employee Enthusiasm</p> <p>62. Employee Motivation</p> <p>63. Employee Inspiration</p> <p>64. Employee Creativity</p> <p>65. Employee Innovation</p> <p>66. Employee Problem Solving</p> <p>67. Employee Decision Making</p> <p>68. Employee Communication</p> <p>69. Employee Collaboration</p> <p>70. Employee Teamwork</p> <p>71. Employee Leadership</p> <p>72. Employee Management</p> <p>73. Employee Supervision</p> <p>74. Employee Coaching</p> <p>75. Employee Mentoring</p> <p>76. Employee Training</p> <p>77. Employee Development</p> <p>78. Employee Learning</p> <p>79. Employee Growth</p> <p>80. Employee Progress</p> <p>81. Employee Achievement</p> <p>82. Employee Success</p> <p>83. Employee Fulfillment</p> <p>84. Employee Satisfaction</p> <p>85. Employee Well-being</p> <p>86. Employee Health</p> <p>87. Employee Safety</p> <p>88. Employee Security</p> <p>89. Employee Privacy</p> <p>90. Employee Confidentiality</p> <p>91. Employee Integrity</p> <p>92. Employee Honesty</p> <p>93. Employee Trust</p> <p>94. Employee Loyalty</p> <p>95. Employee Commitment</p> <p>96. Employee Dedication</p> <p>97. Employee Passion</p> <p>98. Employee Enthusiasm</p> <p>99. Employee Motivation</p> <p>100. Employee Inspiration</p> <p>101. Employee Creativity</p> <p>102. Employee Innovation</p> <p>103. Employee Problem Solving</p> <p>104. Employee Decision Making</p> <p>105. Employee Communication</p> <p>106. Employee Collaboration</p> <p>107. Employee Teamwork</p> <p>108. Employee Leadership</p> <p>109. Employee Management</p> <p>110. Employee Supervision</p> <p>111. Employee Coaching</p> <p>112. Employee Mentoring</p> <p>113. Employee Training</p> <p>114. Employee Development</p> <p>115. Employee Learning</p> <p>116. Employee Growth</p> <p>117. Employee Progress</p> <p>118. Employee Achievement</p> <p>119. Employee Success</p> <p>120. Employee Fulfillment</p>

Reporting line change

Positions that do not appear on the organisational chart are not impacted by this restructure.

*Critical Care Co Director ISLHD function of this position will continue to report to EDCO

**Dotted line to all IHG Operations Managers

3.5 Number of Impacted Staff

It is proposed that the following NEW position/s will be **CREATED** as part of the restructure:

	Position Title	Classification	Line Manager	FTE
1.	Director Operations IHG	HSM 4	General Manager IHG	1.0
2.	Consumer Feedback Officer IHG	NM 1	General Manager IHG	1.0

It is proposed that the scope of the following position/s will have a revised position description and **POTENTIALLY BE RE-GRADED** as part of the restructure:

	Position Title	Current Classification	Proposed Position Title	Proposed Classification	Proposed Position Description Trim Number
1.	DDON – Patient Flow, Aged Care Ward Rehab Ward WH	NM 7	Deputy Director of Nursing/Operations Manager Aged Care Ward Rehab Ward WH	NM 6	DT24/78876
2.	Director of Nursing - SIHG	NM 6	Director of Nursing/Site Manager – SHH & Figtree	NM 7	DT24/79072
3.	Deputy Director Nursing /Operations Manager SHH	NM 4	Deputy Director of Nursing /Operations Manager SHH, ED	NM 5	DT24/78877
4.	Operations Manager Medicine and Surgery SHH	NM 3	Operations Manager Medicine and Surgery SHH	NM 3	DT24/78885
5.	Operations Manager Inpatient Medicine WH	NM 6	Position title remains unchanged	NM 6	DT24/78886
6.	Operations Manager Maternity & Paediatrics WH	NM 6	Position title remains unchanged	NM 6	DT24/78884
7.	Operations Manager Surgery WH	NM 6	Operations Manager Surgery & Endoscopy WH	NM 6	DT24/79073
8.	Operations Manager – Cancer & Outpatient Services WH	NM 4 (HGD to NM 5)	IHG Operations Manager – Cancer Care Services & Ambulatory Care	NM 6	DT24/78882
9.	Nursing Workforce Manager WH	NM 3	IHG Nursing Workforce Manager	NM 4	DT24/78881
10	Nursing Workforce Manager SHH	NM 3	Nurse Manager Casual Pool and Staffing IHG	NM 2	DT24/79268

11	Director of Nursing / Operations Manager Coledale and Bulli Hospitals	NM 7	Position title remains unchanged	NM7	DT24/79105
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3.6 New Position Descriptions (PD)

It is proposed that the following positions will have a change in position descriptions or have a new position description for newly created positions.

Current Role Title and PD	Proposed Role Title and PD	Proposed Position Description Trim Number
New role	Director Operations IHG	DT24/78880
New role	Consumer Feedback Officer IHG	DT24/78879
Consumer Feedback Manager NIHG	Consumer Feedback Manager IHG	DT24/78878

3.7 Reporting Line Change Only

It is proposed that the following positions will have a reporting line change only

Operations Manager – Surgery & Endoscopy WH	Change of reporting line from General Manager IHG to Director of Nursing and Midwifery WH.
Deputy Director Nursing/Operations Manager Aged Care Ward, Rehab Ward WH	Change of reporting line from General Manager IHG to Director of Nursing and Midwifery WH.
Patient Flow Manager WH	Change of reporting line from DDON WH to Director Operations IHG
Operations Manager – Maternity & Paediatrics WH	Change of reporting line from General Manager IHG to Director of Nursing and Midwifery WH.
Patient Flow Team SHH	Change of reporting line from DDON SHH to Director Operations IHG
Nurse Manager Casual Pool & Staffing IHG	Change of reporting line from DON SIHG to Director Operations IHG
Operations Manager - Cancer Care Services & Ambulatory Care WH	Change of reporting line from General Manager IHG to Director of Nursing and Midwifery WH.
Nursing Workforce Manager IHG	Change of reporting line from DON WH to Director Operations IHG
Critical Care Co-Director -ISLHD /Operations Manager ICU & ED WH (Operations Manager ICU & ED WH only)	Change of reporting line from General Manager IHG to Director of Nursing and Midwifery WH.

3.8 Direct Reports and Areas of Responsibility

	Position Title	Current Direct Reports and Areas of Responsibility	Proposed Position Title	Proposed Direct Reports and Changes to Areas of Responsibility
1.	DDON – Patient Flow, Aged Care Ward Rehab Ward WH	<ul style="list-style-type: none"> NM4 Patient Flow WH NUM2 B3E WH - Aged Care 25 beds NUM2 C6E – Rehab WH – 29 beds NUM 2 C7E – WH Winter Strategy (Aged Care) – 18 beds DDON responsibilities across WH Disaster Response Portfolio NIHG	Deputy Director of Nursing/Operations Manager Aged Care Ward Rehab Ward WH	<u>Remove:</u> <ul style="list-style-type: none"> Patient Flow WH Disaster Response Portfolio NIHG
2.	Director of Nursing/ Site Manager SIHG	<ul style="list-style-type: none"> NM3 Nursing Workforce Manager SHH AO4 (HGD AO5) -on-site coordinator PKH HSM 1 - EA to DON/Site Manager. Nurse Educator Grade 2 - SHH CNC 1 - Between the Flags - SHH NM4 - DDON/Operations Manager SHH. NM3 Operations Manager Medicine & Surgery Site Management responsibility across SHH, PKH and the Figtree Unit DON responsibilities across SHH, PKH & Figtree Unit (536.0 FTE) Disaster Response Portfolio SIHG	Director of Nursing/Site Manager – SHH	<u>Remove:</u> <ul style="list-style-type: none"> Port Kembla Hospital Disaster Response Portfolio SIHG NM 3 Nursing Workforce Manager
3.	Deputy Director Nursing /Operations Manager SHH	<ul style="list-style-type: none"> Direct Reports: NMU 3, ED SHH SS, HoD ED SHH NUM 1 AMAU SHH Discharge Lounge EN NM 2 x 5.4 FTE Patient Flow Team SHH 	Deputy Director of Nursing /Operations Manager SHH, ED	Direct Reports: <u>Remove</u> <ul style="list-style-type: none"> Patient Flow Team SHH

		<ul style="list-style-type: none"> • CNC 1/CNS 2 x 2.53 FTE, • Clinical Resource Nurse Team SHH • CNS 1, Discharge Planner SHH • CNC 2 x 1.4 FTE AARCs Nurse SHH • RN x 9.0 FTE, Permanent Relief Pool SHH • A03 x 2 .0 FTE Switchboard SHH • A03, Casual Pool Co-ordinator SHH • Responsible for ED, AMAU, Permanent Relief Pool, Discharge Lounge, Patient Flow Team and Switchboard SHH. 		<u>Add</u> <ul style="list-style-type: none"> • Figtree Transitional Aged Care Unit • Transit Lounge SHH
4.	Director Operations IHG	<p>New position</p> <ul style="list-style-type: none"> • Operations Manager Cancer & Ambulatory Care • Patient Flow Manager WH • Patient Flow Team SHH (4.5 FTE) • IGH Disaster Management Portfolio • Port Kembla Hospital • Dotted line to all Operations Managers across IHG 		
5.	Co-Director Critical Care ISLHD / Operations Manager Intensive Care Unit and Emergency Department WH	<ul style="list-style-type: none"> • District CNC • District NE • CIS Manager (ICU information, ERIC system) • Research Officer • Research Assistant • CNC 2 Organ tissue Donation Specialist • NM4 ICU and unit • NM5 ED and department • Divisional Support Officer Critical Care • AO4 Critical Care • Clinical Operations responsibility for ICU and ED at WH <p>Strategic role as the Critical Care Co- Director across ISLHD</p>	Position title unchanged	Scope unchanged

6.	Operations Manager Medicine and Surgery SHH	<ul style="list-style-type: none"> NUM 2 Aged Care Unit – 30 beds NUM 2 Perioperative NUM 2 Medical Unit - 30 beds NUM 2 Medical / Surgical Unit – 22 beds & 8 over census beds. s NUM 2 Figtree Transitional Aged Care Unit - 20 beds increasing to 24 NUM 1 Ambulatory Care SHH 3 Units on site at SHH 1 Unit off site at Figtree Outpatient, Ambulatory Care Unit <p>Perioperative services</p>	Operations Manager Inpatient Services SHH	<p>Direct Reports:</p> <p><u>Remove:</u></p> <p>Ambulatory Care Centre SHH</p>
7.	Operations Manager Inpatient Medicine WH	<ul style="list-style-type: none"> NUM 3, A5 Respiratory – 35 beds NUM 2, B4E General Medicine - 25 beds NUM 3, C4W includes Stroke and Neurosurgery - 36 beds NUM 1 Neurosurgery (in above beds) NUM 2, C4E Medical Assessment Unit – 19 beds & 2 chairs NUM3, C6W/CCU – 32 beds NUM 2, Cardi Diagnostic Centre NUM 2, C8E Nephrology & Gastroenterology - 27 beds 	Position title unchanged	<p>Direct Reports:</p> <p><u>Remove</u></p> <p>Endoscopy</p>
8.	Operations Manager Maternity & Paediatrics WH	<ul style="list-style-type: none"> MUM 3, Birthing Unit 7 beds- & Midwifery Group Practice MUM 2, Antenatal Services & Gynaecology Outpatients MUM 2, C2W Maternity Unit – 23 – 28 beds NUM 2, Paediatrics – 24 – 28 beds (inclusive Paediatric Assessment Unit and paediatric HiTH). NUM 2, Neonatal Unit – 12 – 17 beds – level 4 service CMC 2, Wollongong Maternity Services HSM 1, Newborn Hearing Screen CME, After Hours Educator Maternity Services 	Position title unchanged	Nil Change

		<ul style="list-style-type: none"> 1.0 FTE, Generic Counsellor <p>All Maternity, Women's Health Outpatient Services, Gynaecology Outpatient Services, Paediatric and Neonatal Outpatient services</p>		
9.	Operations Manager Surgery WH	<ul style="list-style-type: none"> NM 5, Perioperative services NUM 2, Acute Surgical Unit - 18 beds NUM 2, A4 – plastics/vascular/urology - 25 beds NUM 2, B4W – Orthopaedics - 25 beds NUM 2, C3W – ENT/Colorectal/Head & Neck/Upper GI – 30 beds NUM 2, Surgical Short Stay Unit – 14 beds 	Operations Manager Surgery & Endoscopy WH	<p>Direct Reports:</p> <p><u>Add:</u></p> <p>Endoscopy</p>
10.	Operations Manager – Cancer & Outpatient Services WH	<ul style="list-style-type: none"> NUM 3, Illawarra Cancer Care Centre Deputy Chief Radiotherapist NUM 2, C7W – Haematology/Oncology - 25 beds NUM 2, Ambulatory Care Centre NUM 1, Respiratory Medicine RN x 6.5 FTE, Illawarra Heart Health RN x 2.2 FTE x Cardiology Clinical Trials 	IHG Operations Manager – Cancer Care Services & Ambulatory Care	<p>Direct Reports:</p> <p><u>Add:</u></p> <p>All Ambulatory Care across IHG, including WH, SHH, BHAAC</p> <p>NUM 1 – SHH Ambulatory care direct report</p>
11.	Director of Nursing / Operations Manager Coledale and Bulli Hospitals	<ul style="list-style-type: none"> NM 3, D/DON CDH NM 3, D/DON BDH DON and operations manager responsibility and nursing workforce responsibility including Bulli Urgent Care Centre, BDH (site workforce 275.0 FTE) and CDH (70.0 FTE) 	Position title remains unchanged	Nil change

3.9 Timetable for Implementation

Action	Date
Affected staff advised individually of proposed changes/restructure plan	Thursday 1 August 2024
All communication email issued advising of proposed changes/restructure plan	Friday 2 August 2024
Unions formally advised of restructure plan for consultation with members	Friday 2 August 2024
Restructure Plan and proposed PDs provided to staff for consultation and feedback	Friday 2 August 2024
Meeting/s with union and members (if requested)	As required

Action	Date
Meetings with staff (weekly drop-in sessions)	W/C 5 August 2024
Consultation period closes (two weeks) and confirmed in writing to staff and union	Friday 16 August 2024
New structure finalised taking account of feedback	Friday 30 August 2024
Meetings held with affected staff to advise of feedback responses, final structure and next steps	W/C 2 September 2024
General communication to staff and key stakeholders of final structure and next steps	W/C 2 September 2024
Affected staff advised formally in writing and case managed in accordance with the <i>Workforce Mobility Placement Policy and Managing Excess Staff of the NSW Health Service PD2012_021</i>	W/C 2 September 2024
New positions graded and established	W/C 2 September 2024
Affected staff assessed for suitability against new positions and matched if appropriate	W/C 2 September 2024
Vacant positions advertised as required and recruitment process undertaken	W/C 16 September 2024
Final Directorate organisational chart with named colleagues in roles issued	W/C 28 October 2024

NOTE: Dates are subject to change

3.10 Consultation with Industrial Organisations

The Health Services Union (HSU) and the New South Wales Nurses' and Midwives' Association (NSWNMA) will be notified of the proposal and provided with the Restructure Consultation Paper, as well as an opportunity to comment on the proposal.

3.11 Information Sessions for Staff

This Restructure Consultation paper and the draft position descriptions will be released for consultation for two weeks. Staff that may be significantly impacted by the proposals set out in this document have been contacted individually and advised of the proposed changes. The General Manager Illawarra Hospitals Group will consider feedback from all staff members. Written feedback should be provided to Nicol Sali, Workforce Support Manager via email Nicol.Sali@health.nsw.gov.au.

3.12 Possible Effects on EEO Groups

Nil

3.13 Counselling and Vocational Assistance for Staff

Staff are reminded of the availability of the [Employee Assistance Program](#) that can be accessed by phone on 1300 687 327. The number is answered 24 hours per day, seven days per week and facilitates enquiries and booking requests. Appointments can also be made online via <https://convergeinternational.com.au/contact/bookings/> using code ILLADNOQ.

Additionally, a case manager/s will be allocated for excess staff to ensure they are properly informed about their options; have access to career transition assistance; and are helped in the search for redeployment.

3.14 Estimated Staff Redeployment

If required, staff will be supported to be redeployed within the new structure, elsewhere within the district, or across the NSW public sector in accordance with the *IB2024_023 The Workforce Mobility Placement (WMP) Policy*. Voluntary redundancies will only be offered where staff are declared excess and are unable to secure alternate employment within the required timeframes.

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