



Northern Sydney Local Health District  
Child Youth and Family Restructure Proposal  
Establishing New  
Brighter Beginnings Health and Development Checks  
and Sustaining NSW Families Teams  
Consultation Document  
(Procedure reference Prompt NSHD 0168342v1.1)

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## Contents

|     |  |    |
|-----|--|----|
| 1   | Current Child Youth and Family Service Descriptions.....   | 3  |
| 1.1 | Existing Child and Family Health - Nursing Services.....   | 3  |
| 1.2 | Existing Child Youth and Family - Community Allied Health Services (Level 2).....  | 4  |
| 1.3 | Child, Youth and Family Health LHD-wide Services.....  | 5  |
| 2   | The Need for Change.....   | 5  |
| 2.1 | Service needs driving the proposed organisational changes.....   | 5  |
| 2.2 | Policy and strategy drivers for the proposed restructure.....  | 5  |
| 3   | Proposed Restructure Purpose and Rationale.....  | 6  |
| 4   | Overview of the New Funded Services .....  | 6  |
| 4.1 | Sustaining NSW Families Program Outline.....   | 6  |
| 4.2 | Brighter Beginnings Preschool Checks Program Outline.....  | 7  |
| 5   | Current NSLHD Child Youth and Family Primary and Community Health Organisational Structure.....                              | 8  |
| 6   | Proposed CYF Structure with New Roles.....   | 9  |
| 6.1 | Sustaining NSW Families - Roles with New Position Description.....   | 17 |
| 6.2 | Brighter Beginnings Health and Development Checks in Preschool Program Temporary - Roles with New Position Description ..... | 19 |
| 6.3 | Proposed New Structure Impact on Current Permanent Employees.....  | 22 |
| 6.4 | Proposed New Structure Impact on Services and Functions.....   | 23 |
| 7   | Consultation .....   | 25 |
| 7.1 | Notification to Employees & Industrial Associations.....   | 25 |
| 8   | Restructure Implementation .....   | 25 |
| 9   | Post-restructure Review .....  | 26 |
| 10  | Attachments .....  | 26 |

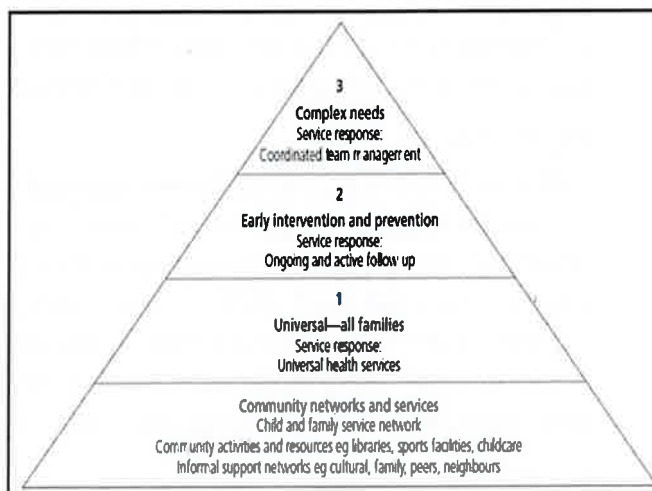
# 1 Current Child Youth and Family Service Descriptions

## 1.1 Existing Child and Family Health - Nursing Services

The Child and Family Health (CFH) Nursing service stream within the overall Northern Sydney Local Health District (NSLHD) Child Youth & Family (CYF) service includes the following universal and early intervention services:

- CFH Nursing Universal teams:
  - Northern Beaches
  - North Shore Ryde
  - Hornsby Ku-ring-gai
- Northern Beaches - Family Care Centre and Parenting Support
- Hornsby - Family Care Centre (Koala Cottage)
- Lower North Shore Ryde - Vulnerable Families Service
- State-wide Eyesight Preschool Screening (StEPS) – Universal

Figure 1: Supporting Families Early – Levels of care and service response



Source: NSW Ministry of Health Supporting Families Early Package: Maternal and Child Health Primary Health Care Policy and SAFE STAR Guidelines

### Child and Family Health Nursing - Universal Services (Level 1)

CFH Nursing Universal services offer evidence-based, well child and family health care to all families living in NSLHD, following the birth of an infant. The service also provides support to parents and caregivers and offers well child health and development checks to children until they are five years old. The service is delivered to families in their home, clinics or via telehealth based on their preference and needs. The universal service is offered to all families with some short-term additional home-visiting offered to families with additional needs.

### Child and Family Health - Early Intervention Services (Level 2)

NSLHD offers other CFHN services to families with additional needs until their child turns three years of age. These include Family Care Centre (FCC) and vulnerable families, Parenting Support Services. These services provide extended CFHN home-visiting, centre-based day-programs for parents, counselling, and multidisciplinary parent groups for families.

### State-wide Eyesight Preschool Screening (StEPS) Service – Universal (Level 1)

Offers universal vision screening for 4-year-old children attending more than 600 preschools and long-day care centres in the Northern Sydney region, as part of the universal free health services offered for families by the Community CYF services.



### **1.2 Existing Child Youth and Family - Community Allied Health Services (Level 2)**

#### **Dietetics**

This service works in partnership with families, providing comprehensive nutritional assessments, growth and dietary reviews and tailored nutritional plans, offering early intervention for common nutrition-related conditions and diseases that have their origins in childhood, such as growth rate concerns (above or below a healthy weight), metabolic disorders, iron deficiency, feeding difficulties and adverse food reactions.

#### **Physiotherapy**

CYF Physiotherapists provide assessment and treatment for children with physical and musculoskeletal developmental concerns related to movement, posture, gait or gross motor development issues limiting physical function e.g., in-toeing, tip-toe walking, bow-legged, knock knees, flat feet, torticollis, plagiocephaly, talipes, developmental dysplasia of the hip, hypermobility or low muscle tone impacting gross motor milestones (e.g., delayed sitting, balance, standing or walking). Therapy includes play-based therapy, parent advice and education, exercise programs, splinting, casting, and groups.

#### **Speech Pathology**

CYF Speech Pathologists offer assessment, diagnoses, early intervention therapies and treatment for children with communication or feeding difficulties from birth to early school entry age. They treat communication disorders and problems, including difficulties with speaking, listening, and understanding language, to help children learn to read, express themselves, and understand others, as well as to develop the emotional and behavioural skills needed to socialise in a healthy way. They can also assist children who have difficulty swallowing food and drinking safely.

#### **Occupational Therapy**

CYF Occupational Therapists offer assessment, diagnosis and therapy for children who need help to optimise their abilities and functioning and to develop their fine motor, gross motor, self-care, social and play skills, from birth to 18 years of age. They offer individual or group sessions. Therapists work in partnership with parents and caregivers, adopting a coaching approach so that parents can help their children rehearse and consolidate the skills that they learn during therapy.

#### **Community Paediatrician Services**

Community paediatricians specialise in child development and associated behavioural problems. They offer assessment, diagnosis and treatment for children and adolescents up to the age of 16 years with significant developmental conditions. They can facilitate referrals to other multidisciplinary early intervention services as needed. Services prioritise children and families from priority population groups.

### 1.3 Child, Youth and Family Health LHD-wide Services

#### Child Development Service

A specialist interdisciplinary team providing diagnostic support for children with multiple and prolonged developmental problems e.g. Global Developmental Delay, Autism or an Intellectual Disability.

#### Dalwood Spilstead Service

Specialist, early intervention, interdisciplinary service for families experiencing significant psychosocial stressors who need intensive support to enhance their parenting capacity and ability to care safely for children. This service model is based on internationally recognised neuro-developmental research, which aims to reduce the impacts of trauma on children's health, development and wellbeing. The model is unique in its ability to coordinate and offer multiple specialists, multidisciplinary therapies tailored for each child and their parents' needs under a single service umbrella.

#### Youth Health and Wellbeing Pathways Team

Provide primary healthcare information, advice, care navigation and support for children and young people (12 to 24 years) from priority populations who live, stay, or study across the Northern Sydney Local Health District (NSLHD) and need support to access health services and need support with stressful situations affecting their health and wellbeing.

## 2 The Need for Change

### 2.1 Service needs driving the proposed organisational changes

NSLHD has been allocated new funding to establish the following two new services under the NSW Health Brighter Beginnings Programs:

- CFH Nurse-led Sustaining NSW Families (SNF) - Recruitable 12.07FTE
  - Permanently funded home-visiting service to support expectant and new parents living in Ryde, Hornsby, and Northern Beaches local government areas.
- 'Brighter Beginnings' Health and Development Checks in Preschool Program - Recruitable 10.51FTE
  - Temporarily funded for an initial period until 30 June 2026.

The proposed new organisational structure [Section 5, Page 10] aims to incorporate the new program staff within the existing NSLHD Child Youth and Family Health service structure in a manner that supports integrated and continuous care for clients and ensures alignment with existing CYF nursing and allied health professional and operational governance and support structures for staff.

### 2.2 Policy and strategy drivers for the proposed restructure

Following is a list of key policies supporting the establishment of the Brighter Beginnings Preschool Screening and Sustaining NSW Families Programs:

- [NSW Health Maternal and Child Health Primary Health Care Policy \(PD2010\\_017\)](#)
- [NSW Health First 2000 Days Policy Framework \(PD2019\\_008\)](#)
- [NSW Health First 2000 Days Policy Implementation Strategy](#)
- [NSW Kids & Families: Evaluation of the Sustaining NSW Families Program \(Final Report\)](#)



- NSW Health Sustaining NSW Families Program Handbook Version 9 (Licenced to NSW Health and not publicly available)

### 3 Proposed Restructure Purpose and Rationale

The proposed new Child, Youth and Family (CYF) Health organisational structure aims to:

- incorporate and integrate the two newly funded CFH Brighter Beginnings Program services within the existing CYF governance structure to facilitate seamless client flow between services.
- align discipline-specific professional support, leadership, and clinical governance for CFH nursing and allied health with the existing CYF Nurse Manager and Allied Health Lead roles, ensuring clinical practice aligns with emerging evidence and the scope of practice for each discipline. Ensure equitable access to CYF professional development and education programs for all staff.
- achieve economies of scale and efficient use of resources and current professional support resources.
- ensure consistent, safe, and integrated systems of work, clinical protocols and access to clinical supervision are in place - to support safe and high standards of nursing and allied health care.
- ensure access to specialist clinical consultation, advice, and support from senior clinicians.

### 4 Overview of the New Funded Services

#### 4.1 Sustaining NSW Families - Program outline

Sustaining NSW Families (SNF) is a structured, nurse-led, early-intervention program offering sustained health home visits for expectant parents and families with children up to their second birthday. It offers evidence-based intervention for families at risk of, poor maternal health and wellbeing as well as poorer child health, development, and wellbeing outcomes. This service has been delivered in many other NSW Local Health Districts since 2010.

The SNF team works in partnership with expectant parents, initially during the second half of their pregnancy, to develop a healthy parental bond and relationship with their unborn child. The program then continues to support their transition to parenting in the early newborn period through when the child turns two years of age, helping families achieve their goals for their child and family. Families are then transitioned to the Universal CFHN Service.

The SNF Team consists of registered nurses with recognised post-graduate qualifications in child and family health nursing, allied health, and administration/data support roles. Roles are organised into two tiers of service provision:

- Tier 1 - SNF Clinical Coordinator, SNF Clinical Nurse Consultant, SNF nurses and social workers provide direct service to families.
- Tier 2 – Allied health positions provide clinical consultancy and advice to support the Tier 1 direct care staff. These positions include psychologists, occupational therapists, physiotherapists, speech pathologists, and dieticians.

Tier 1 and Tier 2 clinicians work together, using their discipline-specific clinical knowledge and expertise, to review and monitor child and family needs and progress throughout the family's time in the program.

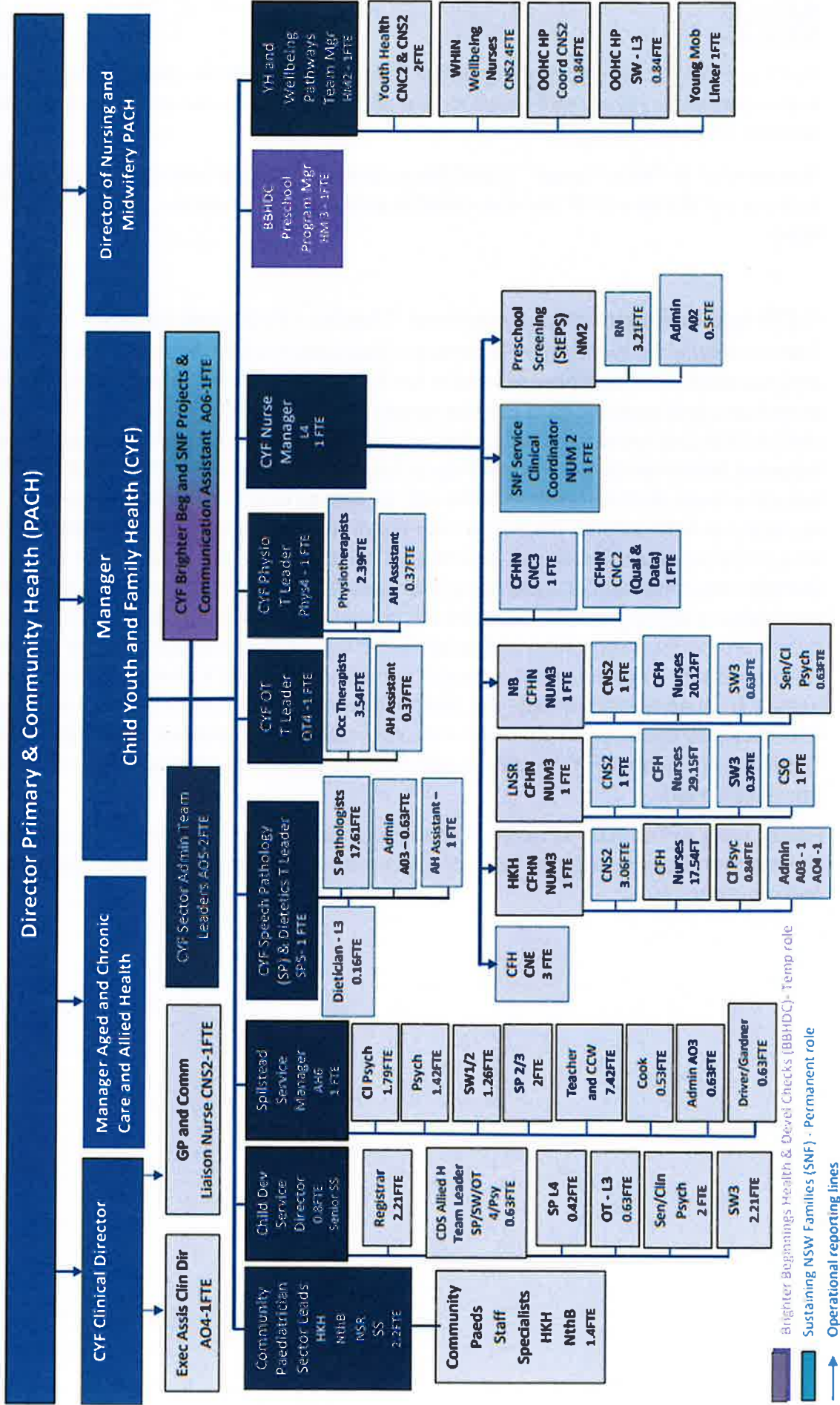
Please refer to Table 1 (page 17) and the proposed organisational chart (page 9) for a summary of the new SNF Service multidisciplinary team positions, gradings, and reporting lines.

## **4.2 Brighter Beginnings Preschool Checks - Program outline**

The multidisciplinary Brighter Beginnings Preschool Health Check Service will offer health and development checks in preschools for 4-year-old children attending participating preschools and long day care centres across the Northern Sydney region. This is a NSW-wide child health and development population screening program offered through a partnership between NSW Health and the NSW Early Education Department. The child health checks include a basic dental screen (lift-the-lip), as well as height and weight checks. This service is designed to help parents track how their children are growing and developing by looking at how they play, learn, speak, act and move. The development component of the screen aims to identify children who may need early intervention to support their smooth transition from preschool to primary school. Parents will be provided with their children's screening results, health promotion information and potential service options for any children whose screening results identify developmental or health concerns. If a child's check indicates that they may benefit from early intervention, the team will contact their parents to discuss suggestions that they may consider for their children. With parents' agreement, the Brighter Beginnings Team can also work with the child's preschool educators to develop a support plan tailored to the child's needs.

Please refer to Table three (page 19) and the proposed CYF organisational chart (page 9) for a summary of the new Brighter Beginnings Service multidisciplinary team positions, gradings, and reporting lines.

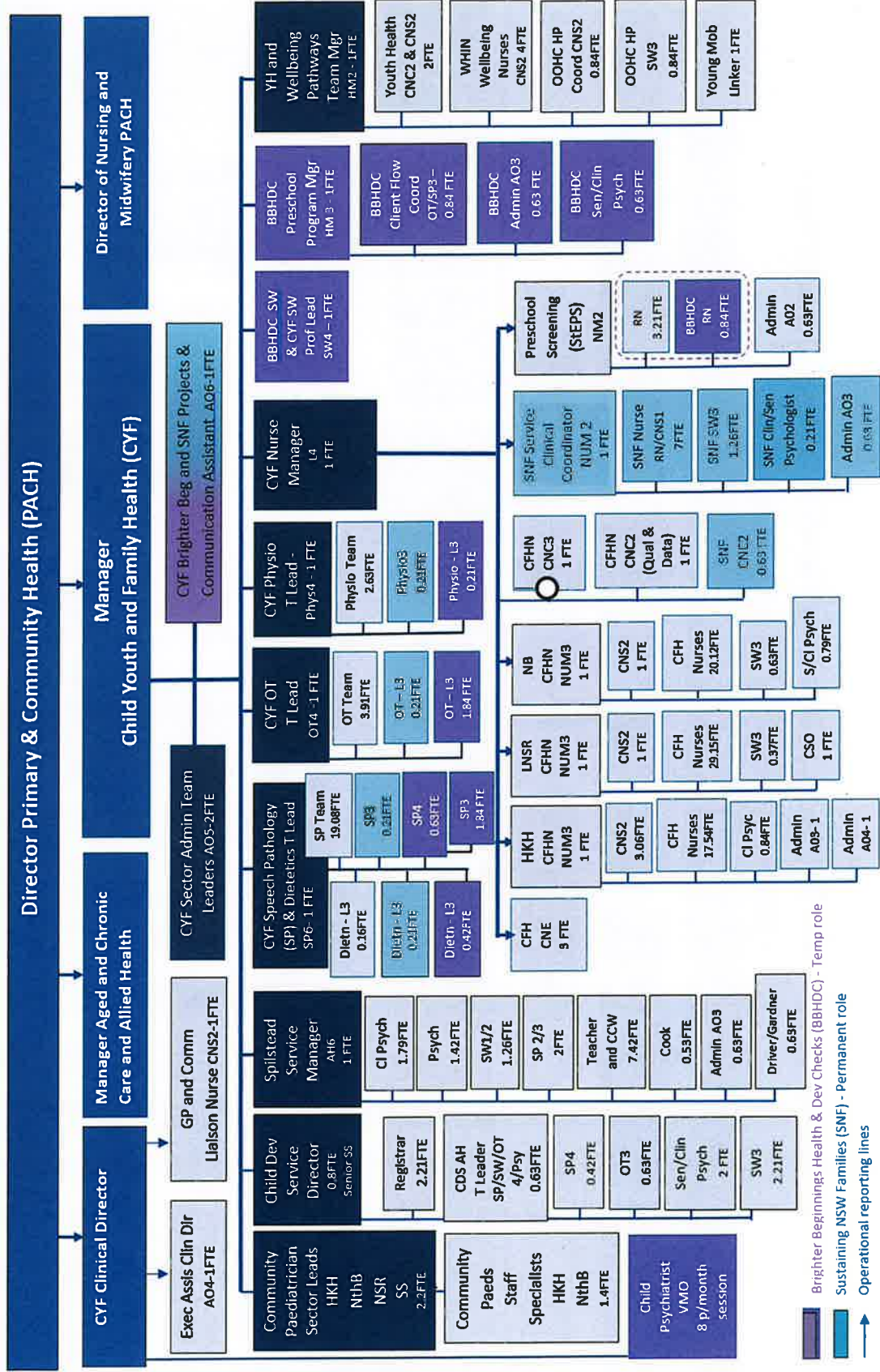
**5 Current NSLHD Child Youth and Family Primary and Community Health Organisational Structure**



Brighter Beginnings Health & Devel Checks (BBHDC) - Temp role  
 Sustaining NSW Families (SNF) - Permanent role  
 Operational reporting lines

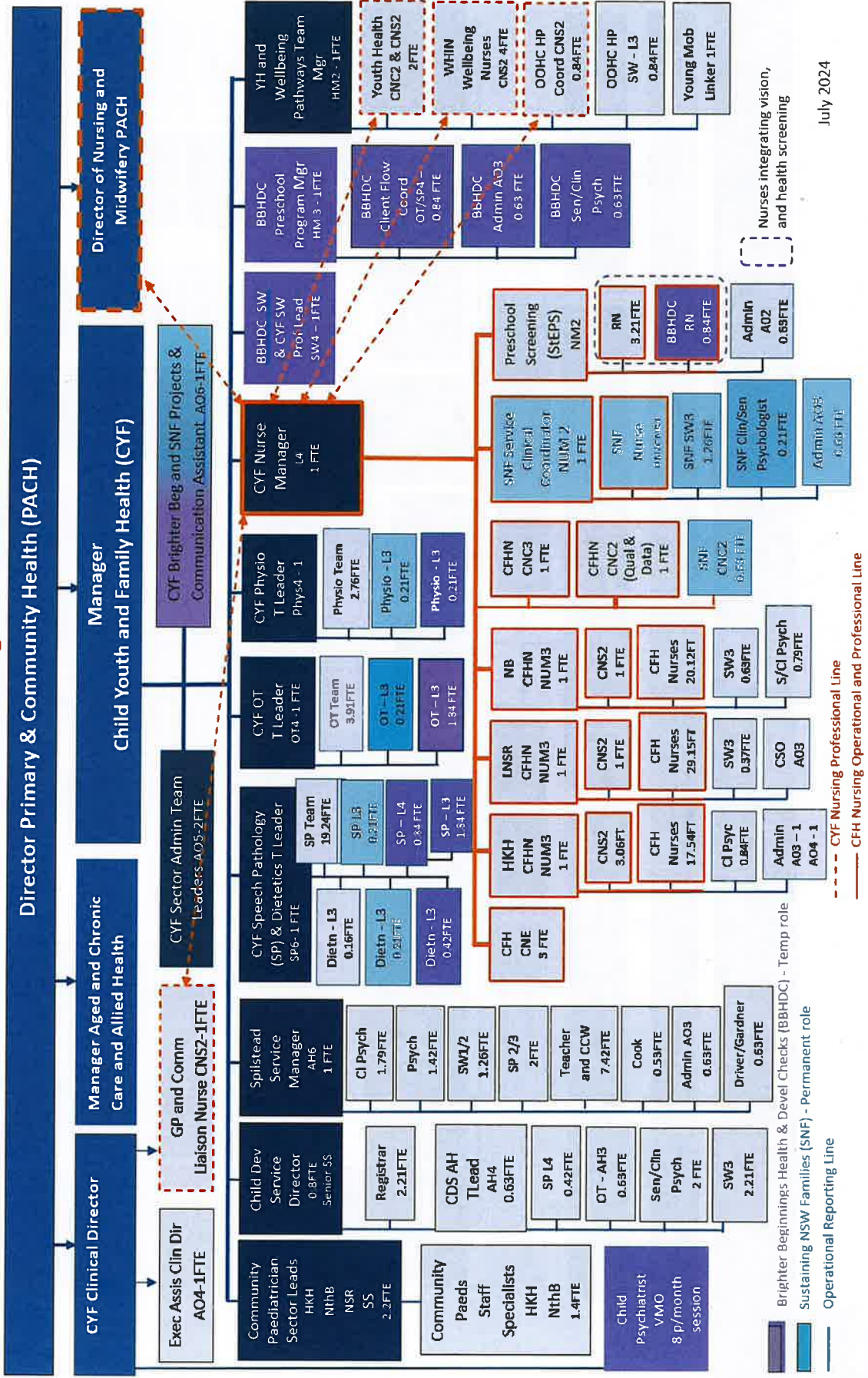


**6 Proposed CYF Structure – with Permanent Sustaining NSW Families and Temporary Brighter Beginnings Health and Development Checks in Preschool Program Positions**



Brighter Beginnings Health & Dev Checks (BBHDC) - Temp role  
 Sustaining NSW Families (SNF) - Permanent role  
 Operational reporting lines

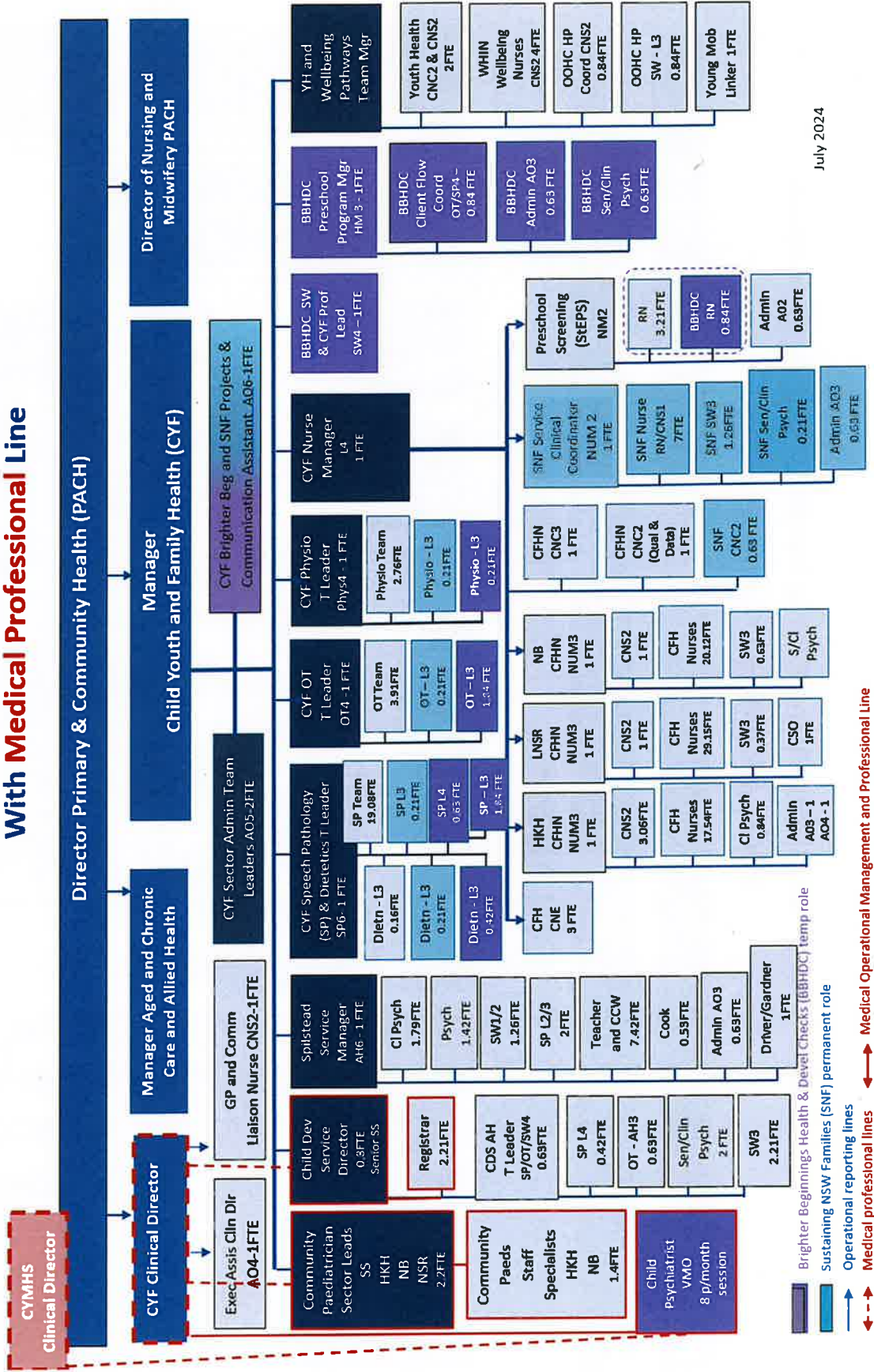
# Proposed PACH - Child Youth and Family Health Organisational Chart With CYF Nursing Professional Line



July 2024



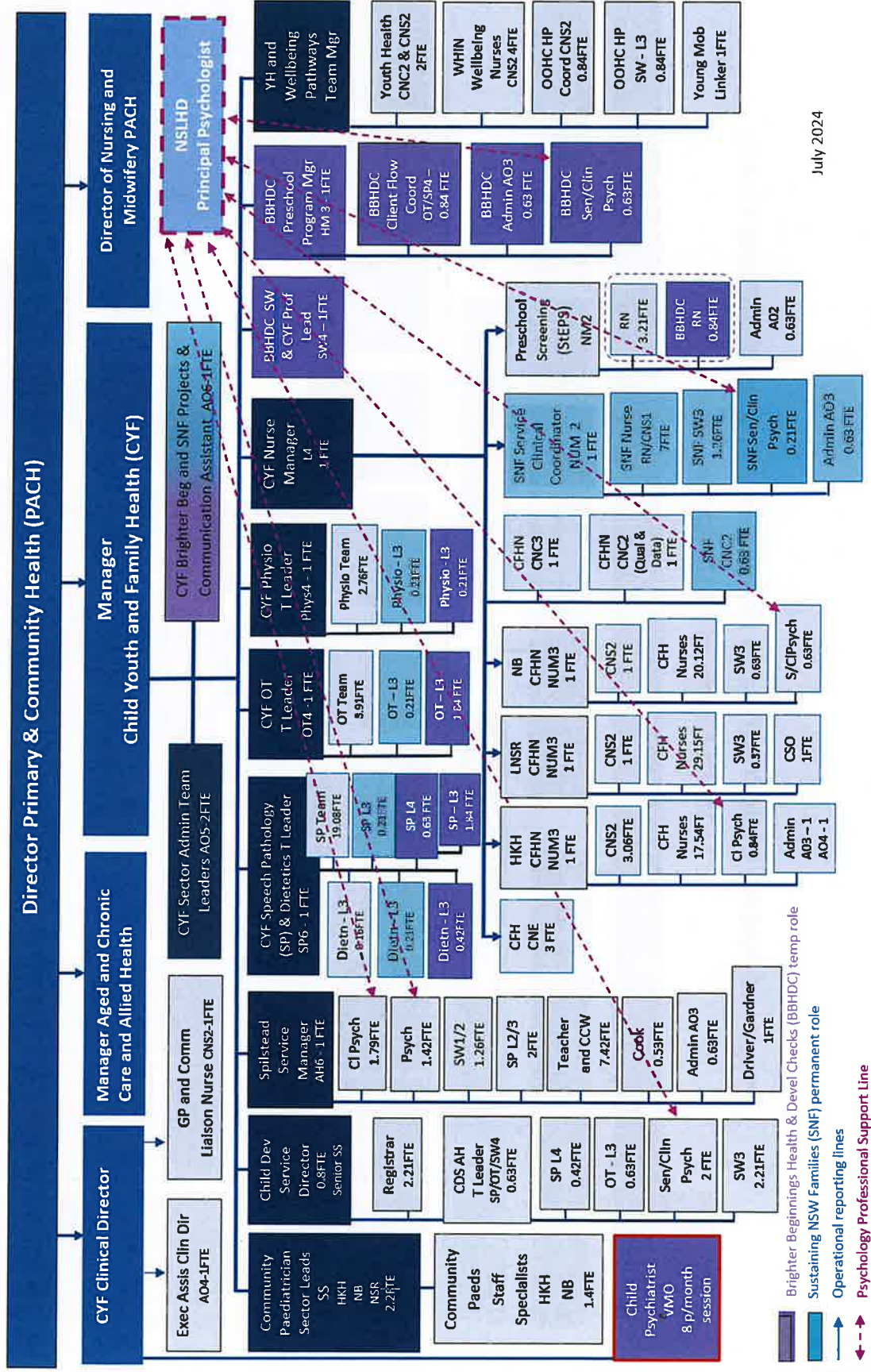
# Proposed PACH - Child Youth and Family Health Organisational Chart With Medical Professional Line



July 2024

- Brighter Beginnings Health & Devel Checks (BBHDC) temp role
- Sustaining NSW Families (SNF) permanent role
- Operational reporting lines
- Medical professional lines
- Medical Operational Management and Professional Line

# Proposed PACH - Child Youth and Family Health Organisational Chart With Psychology Professional Line

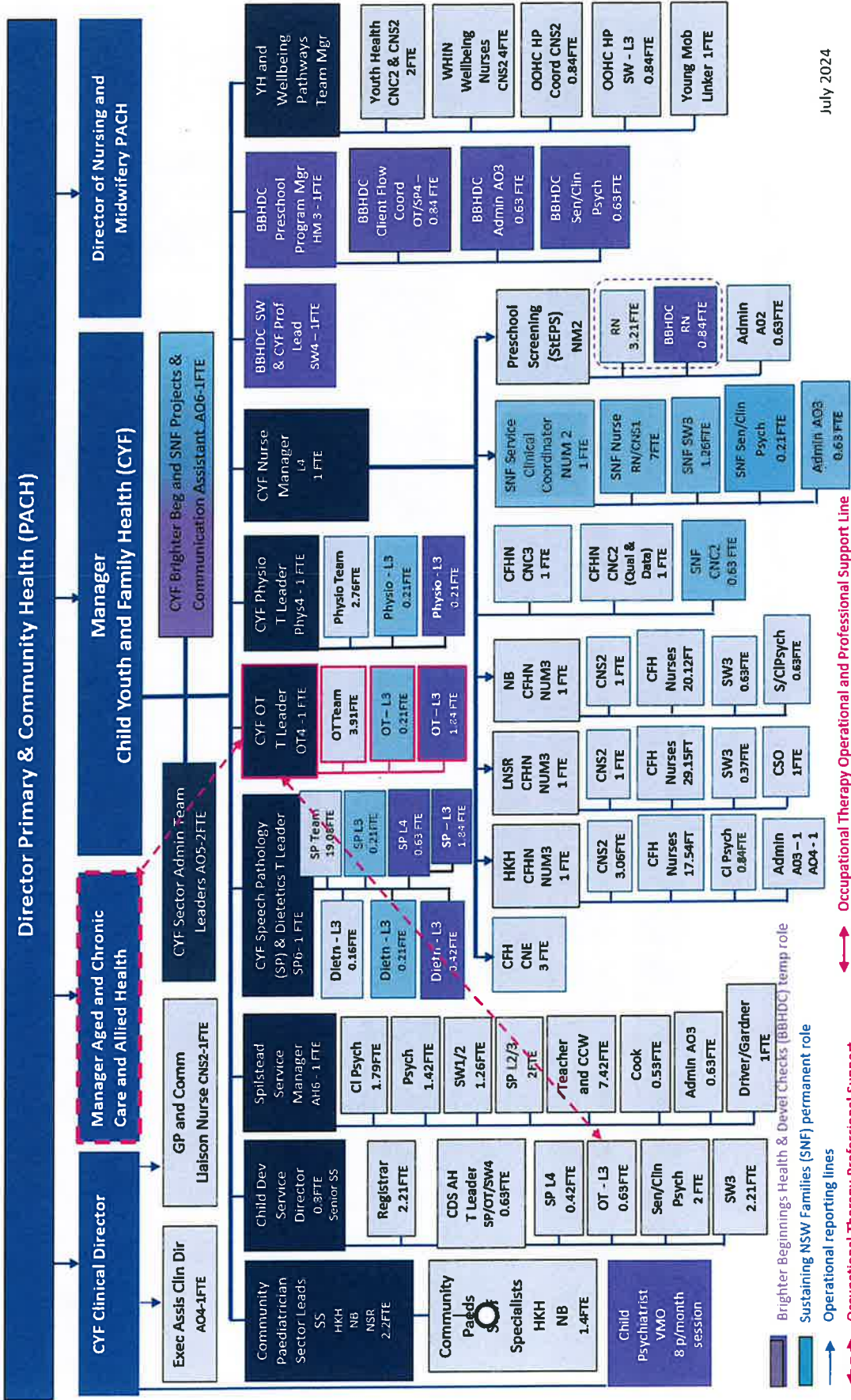


Brighter Beginnings Health & Devel Checks (BBHDC) temp role  
 Sustaining NSW Families (SNF) permanent role  
 Operational reporting lines  
 Psychology Professional Support Line

July 2024



# Proposed PACH - Child Youth and Family Health Organisational Chart With Occupational Therapy Professional Line

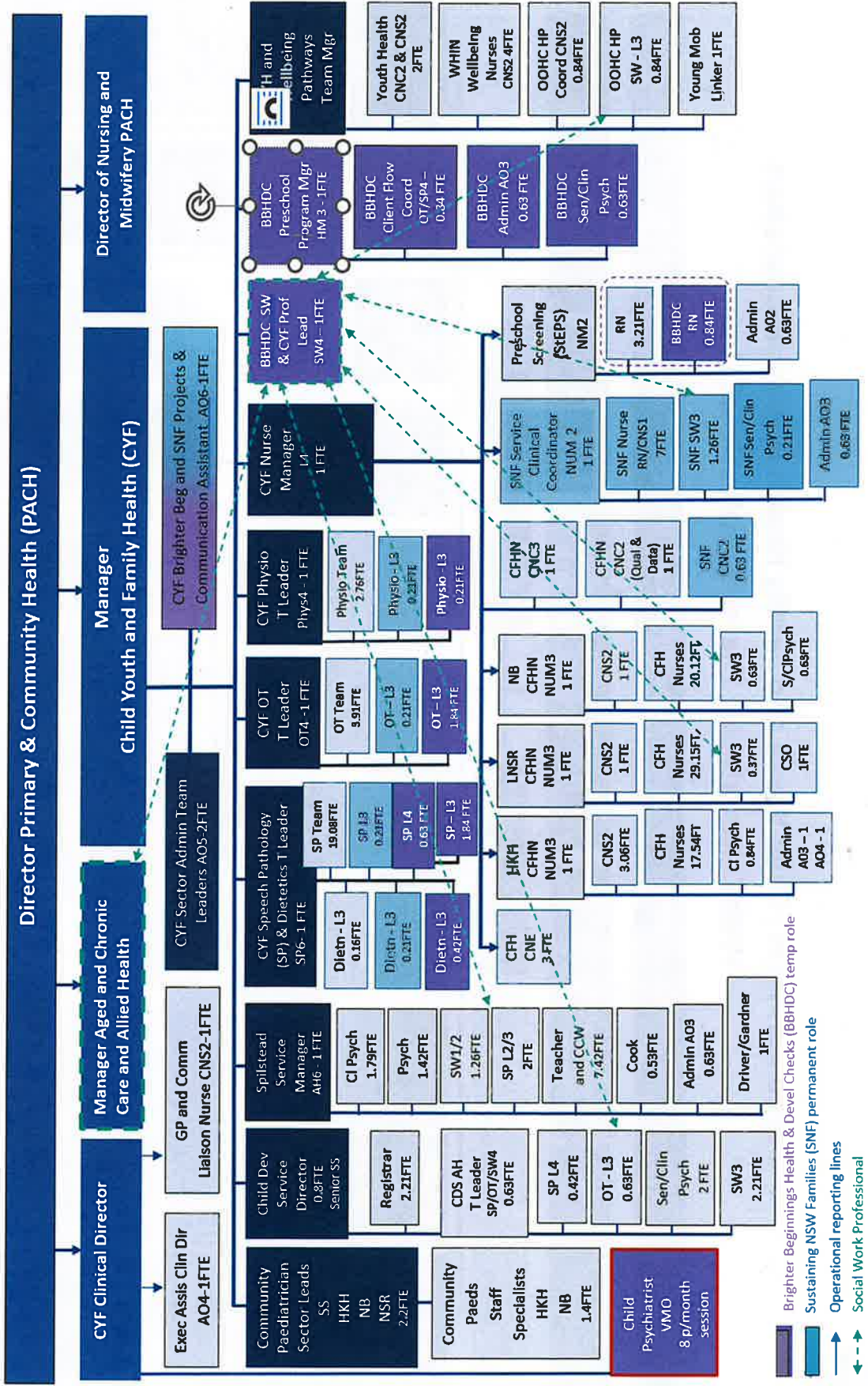


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Brighter Beginnings Health & Devel Checks (BBHDC) temp role
   
 Sustaining NSW Families (SNF) permanent role
   
 Operational reporting lines
   
 Occupational Therapy Professional Support

# Proposed PACH - Child Youth and Family Health Organisational Chart

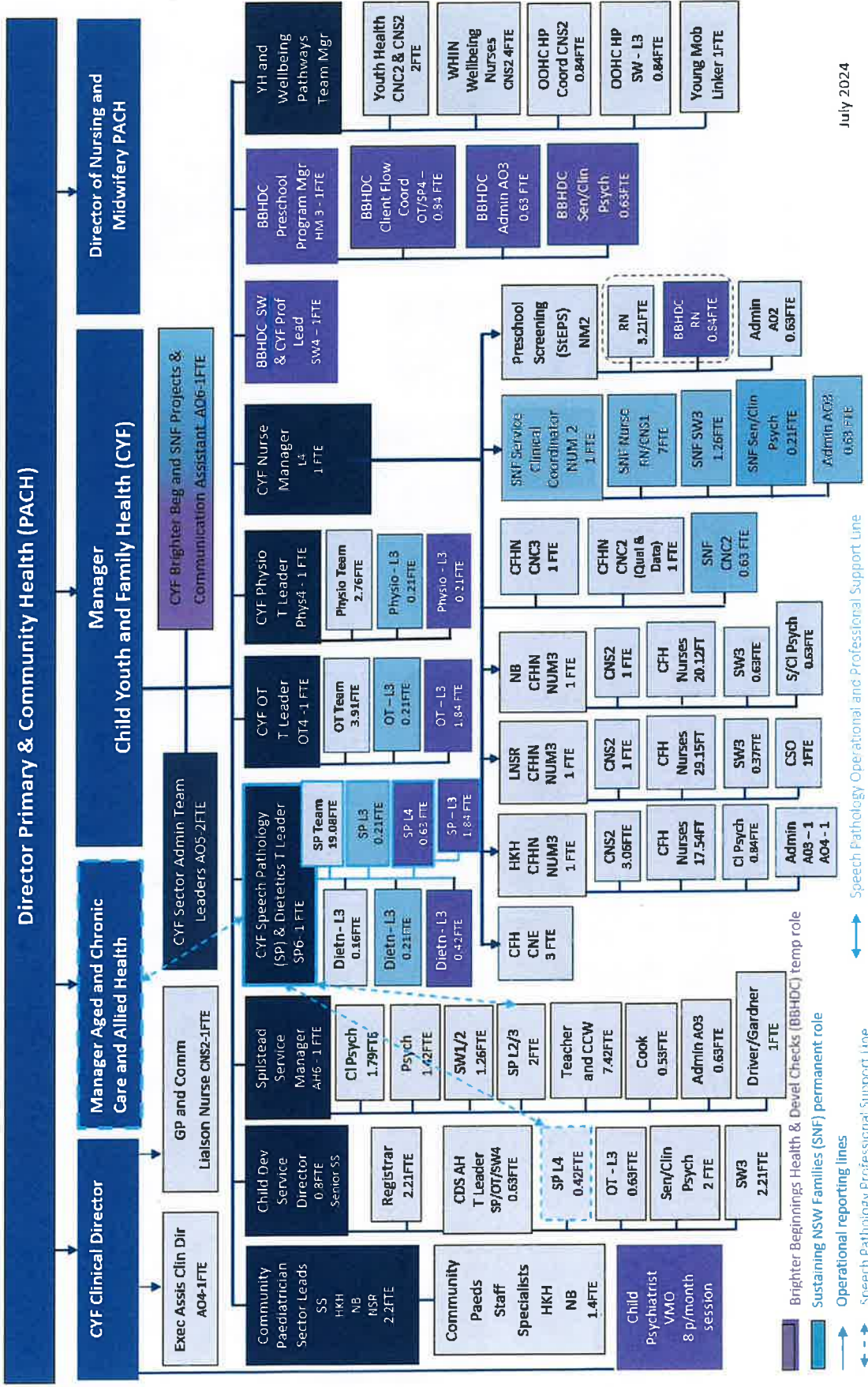
## With Social Work Professional Line



Brighter Beginnings Health & Devel Checks (BBHDC) temp role  
 Sustaining NSW Families (SNF) permanent role  
 Operational reporting lines  
 Social Work Professional



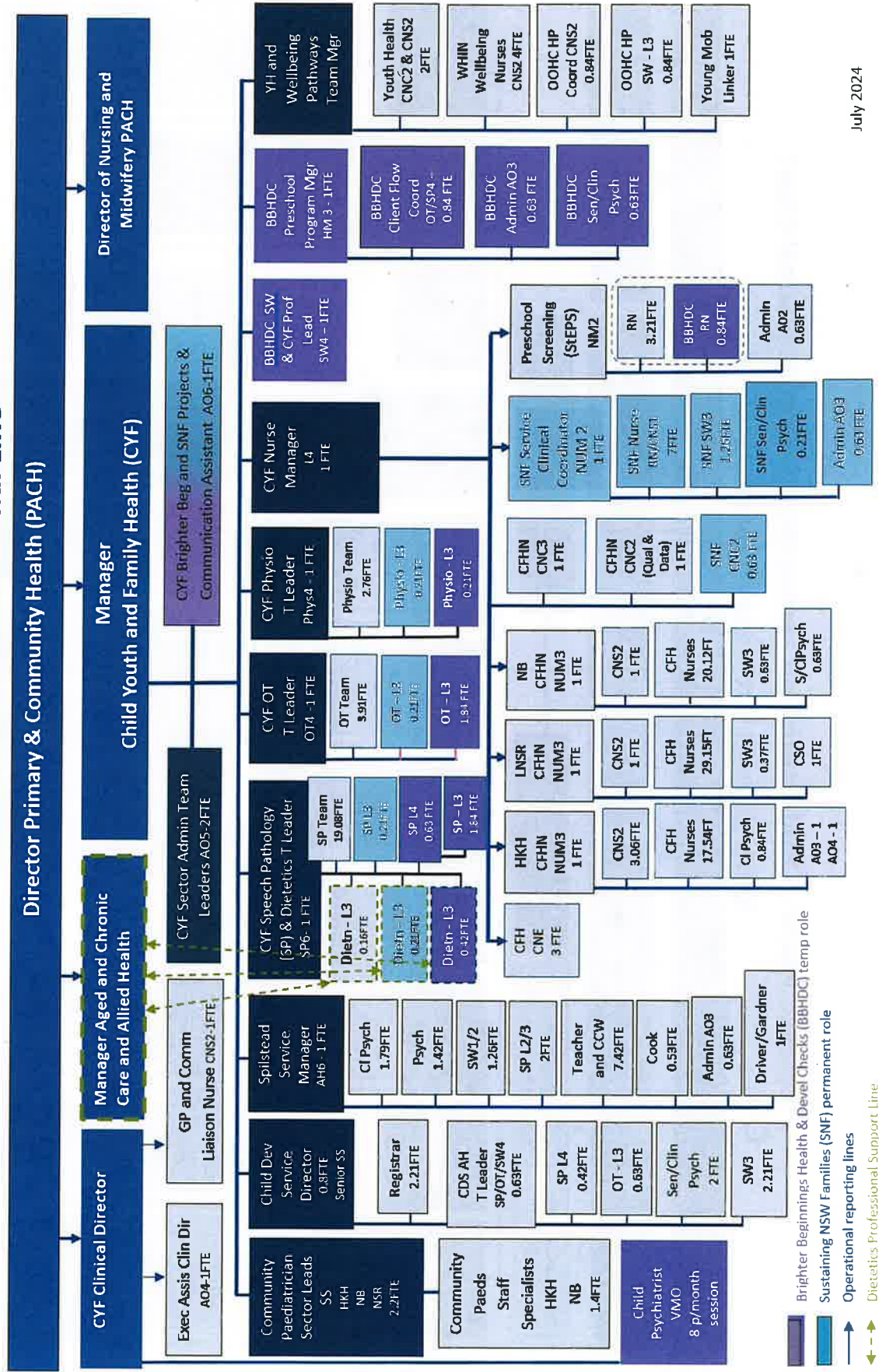
## Proposed PACH - Child Youth and Family Health Organisational Chart With Speech Pathology Professional Line



July 2024

Brighter Beginnings Health & Devel Checks (BBHDC) temp role  
 Sustaining NSW Families (SNF) permanent role  
 Operational reporting lines  
 Speech Pathology Professional Support Line  
 Speech Pathology Operational and Professional Support Line

# Proposed PACH - Child Youth and Family Health Organisational Chart With Dietetics Professional Line



Brighter Beginnings Health & Devel Checks (BBHDC) temp role  
 Sustaining NSW Families (SNF) permanent role  
 Operational reporting lines  
 Dietetics Professional Support Line



### 6.1 Sustaining NSW Families - Roles with New Position Description

It is proposed that the following new permanent Sustaining NSW Families Service positions be established and integrated within the existing NSLHD Child Youth and Family Health nursing, allied health, and community paediatric medical services:

- Two new senior CFH nursing positions reporting directly to the CYF Nurse Manager:
  - SNF Clinical Coordinator (NUM 2) (1FTE) (Position graded through the LHD Grading Committee)
  - SNF CNC 2 (0.63FTE)
- Four new roles reporting to the SNF Clinical Coordinator
  - SNF Registered nurses (7FTE)
  - SNF Social Worker (1.26FTE)
  - SNF Administration Officer (0.63FTE)
  - SNF Senior/Clinical Psychologist (1.2FTE)
- Four other SNF Allied Health positions (0.21FTE each) - with operational and professional reporting lines as listed in table one and two below.

**Table 1 – Summary of the proposed new SNF positions and position description status**

| New Position                            | Grading      | Recruitable FTE | Reports Operationally to         | New Position description Yes/No | Comments   |
|---|--------------|-----------------|----------------------------------|---------------------------------|--|
| SNF Clinical Coordinator                | NUM2         | 1.00            | CYF Nurse Manager 4              | No                              | Position graded by the NSLHD Grading Cmt in May 2024       |
| SNF Clinical Nurse Consultant           | CNC2         | 0.63            | CYF Nurse Manager 4              | Yes                             | Proposed PD attached.                                      |
| SNF Child and Family Health Nurse       | RN           | 7.00            | SNF Clinical Coordinator         | Yes                             | Proposed PD attached.                                      |
| SNF Administration Officer              | ADMN3        | 0.63            | SNF Clinical Coordinator         | Yes                             | Proposed PD attached.                                      |
| SNF Projects & Communications Assistant | A06          | 0.50            | Manager CYF                      | No                              | Position graded by the LHD grading committee. PD attached. |
| SNF Senior Social Worker                | SW3          | 1.26            | SNF Clinical Coordinator         | Yes                             | Proposed PD attached.                                      |
| SNF Senior Dietician                    | DIET3        | 0.21            | CYF Speech Path & Dietetics TL   | Yes                             | Proposed PD attached.                                      |
| SNF Senior Occupational Therapist       | OT3          | 0.21            | CYF OT TL                        | Yes                             | Proposed PD attached.                                      |
| SNF Senior Physiotherapist              | PHYS3        | 0.21            | CYF Physio TL                    | Yes                             | Proposed PD attached.                                      |
| SNF Senior Speech Pathologist           | SP3          | 0.21            | CYF Speech Path and Dietetics TL | Yes                             | Proposed PD attached.                                      |
| SNF Senior/ Clinical Psychologist       | Sen/ Cl PSYC | 0.21            | SNF Clinical Coordinator         | Yes                             | Proposed PD attached.                                      |

**Table 2 – New Proposed SNF Positions, Team Profile and Operational Reporting Lines (COST CENTRE 250799)**

| Position Title                          | Grading       | Recruitable FTE | Reports Operationally to                            | Professional Reporting Line                               |
|---|---------------|-----------------|---|---|
| SNF Clinical Coordinator                | NUM2          | 1.00            | CYF Nurse Manager 4 (Position No. 765488)           | CYF Nurse Manager 4                                       |
| SNF Clinical Nurse Consultant           | CNC2          | 0.63            | CYF Nurse Manager 4 (Position No. 765488)           | CYF Nurse Manager 4                                       |
| SNF Child and Family Health Nurse       | RN            | 7.00            | SNF Clinical Coordinator (Position No. 779301)      | SNF Clinical Coord  |
| SNF Administration Officer              | ADMN3         | 0.63            | SNF Clinical Coordinator (Position No. 779301)      | SNF Clinical Coord  |
| SNF Projects & Communications Assistant | AO6           | 0.50            | NSLHD CYF Manager (Position No.691812)              | NSLHD CYF Manager   |
| SNF Senior Social Worker                | SW3           | 1.26            | SNF Clinical Coordinator (Position No. 779301)      | Brighter Beginnings and CYF Social Work Professional Lead |
| SNF Senior Dietician                    | DIET3         | 0.21            | CYF Speech Path & Dietetics TL (Position No.692390) | Manager Aged and Chronic Care and Allied Health - PACH    |
| SNF Senior Occupational Therapist       | OCCT3         | 0.21            | CYF Physiotherapy TL (Position No692406)            | CYF Physiotherapy TL                                      |
| SNF Senior Physiotherapist              | PHYS3         | 0.21            | CYF Occupational Therapy TL (Position No 692405)    | CYF Occupational Therapy TL                               |
| SNF Senior Speech Pathologist           | SPP3          | 0.21            | CYF Speech Path & Dietetics TL (Position No.692390) | CYF Speech Path & Dietetics TL                            |
| SNF Senior/ Clinical Psychologist       | Sen/ Cl Psych | 0.21            | SNF Clinical Coordinator (Position No. 779301)      | NSLHD Principal Psychologist                              |

### 6.2 Brighter Beginnings Health and Development Checks in Preschool Program Temporary Proposed New Roles with New Position Description

It is proposed that the temporary Brighter Beginnings Health Preschool Checks positions listed in the table below be established and integrated within the NSLHD Child Youth and Family Health Service as per the new organisational chart on page 10 of this document.

**Table 3 - Summary of proposed new temporary Brighter Beginnings positions and position description status**

| New Position                                | Award Grade     | Recruitable FTE | Reports to                                | New Position description Yes/No | Comments   |
|---|-----------------|-----------------|---|---------------------------------|--|
| BBHDC Program Manager                       | HM3             | 1.0             | Manager CYF                               | Updated                         | Position graded by the Grading Comt in July 2023 |
| BBHDC Client Flow Coordinator               | OT/SP3          | 0.84            | BB HDC Program Manager                    | Yes                             | Proposed PD attached.                            |
| BBHDC Admin Officer                         | A03             | 0.5             | BB HDC Program Manager                    | Yes                             | Proposed PD attached.                            |
| BBHDC Nurse (Grad Start)                    | RN              | 0.84            | StEPS Nurse Manager                       | Yes                             | Proposed PD attached.                            |
| BBHDC Senior Social Worker and CYF SW Lead  | SW4             | 1.00            | Manager CYF                               | Yes                             | Proposed PD attached.                            |
| BBHDC Senior/ Clinical Psychologist         | Sen/ Clin Psych | 0.63            | BB HDC Program Manager                    | Yes                             | Proposed PD attached.                            |
| BBHDC Senior Dietician                      | DIET3           | 0.42            | CYF Speech Path & Dietetics TL            | Yes                             | Proposed PD attached.                            |
| BBHDC Speech Pathology Lead                 | SP4             | 0.63            | CYF Speech Path & Dietetics TL            | Yes                             | Proposed PD attached.                            |
| BBHDC Senior Speech Pathologist             | SP3             | 1.84            | Brighter Beginnings Speech Pathology Lead | Yes                             | Proposed PD attached.                            |
| BBHDC Senior Physiotherapist                | PHYS3           | 0.21            | CYF Physiotherapy TL                      | Yes                             | Proposed PD attached.                            |
| BBHDC Senior Occ Therapist                  | OT3             | 1.84            | CYF Occupational Therapy TL               | Yes                             | Proposed PD attached.                            |
| BBHDC CYF Child and Adolescent Psychiatrist | Sen STSPS/ VMO  | 8hrs per month  | CYF Clinical Director                     | Yes                             | Proposed PD attached.                            |



# Northern Sydney Local Health District

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|---|-----|------|--|----|--|
| BBHDC Projects and Communications Assistant | AO6 | 0.50 | CYFH Service Manager (Position No. 691812) | No | Position graded by the Grading Cmt in Nov 2022 |
|---|-----|------|--|----|--|



**Table 4 - New Temporary BBHDC in Preschools Positions Team Profile and Operational Reporting Lines  
(COST CENTRE 250251)**

| Brighter Beginnings Health and Development Checks in Preschools - Team Profile<br>(Positions funded until 30 June 2026) |                   |                 |  |  |
|---|-------------------|-----------------|--|--|
| Position  | Award Grade       | Recruitable FTE | Reports Operationally to                                     | Professional Line                          |
| BBHDC Program Manager   | HM3               | 1.0             | NSLHD CYF Service Manager<br>(Position No. 691812)           | NSLHD CYF Service Manager                  |
| BBHDC Client Flow Coordinator   | Hth Prof OT3/ SP3 | 0.84            | BBHDC Program Manager<br>(Position No 765924)                | Relevant AH Professional TL                |
| BBHDC Admin Officer   | A03               | 0.5             | BBHDC Program Manager<br>(Position No 765924)                | BBHDC Program Manager                      |
| BBHDC Nurse (Grad Start)  | RN                | 0.84            | StEPS Preschool Screening NM<br>(Position No 62501)          | CYF Nurse Manager (L4)                     |
| BBHDC Senior Social Worker and CYF SW Lead  | SW4               | 1.00            | NSLHD CYF Service Manager<br>(Position No. 691812)           | Senior Social Worker                       |
| BBHDC Senior/ Clinical Psychologist   | Sen/ Clin Psych   | 0.63            | BBHDC Program Manager<br>(Position No 765924)                | District Principal Psychologist            |
| BBHDC Senior Dietitian  | DIET3             | 0.42            | CYF SPath & Dietetics TL<br>(Position No. 692390)            | Manager Aged and Chronic Care and Allied   |
| BBHDC Speech Pathology Lead   | SP4               | 0.63            | CYF SPath & Dietetics TL<br>(Position No 692390)             | CYF SPath & Dietetics TL                   |
| BBHDC Senior Speech Pathologist   | SP3               | 1.84            | BBPC Speech Pathology Lead (Level 4)<br>(Position No 765924) | CYF SPath & Dietetics TL                   |
| BBHDC Sen Physiotherapist   | PHYS3             | 0.21            | CYF Physiotherapy TL<br>(Position No 692406)                 | CYF Physiotherapy TL                       |
| BBHDC Occupational Therapist  | OT3               | 1.84            | CYF Occupational Therapy TL<br>(Position No 692405)          | CYF Occupational Therapy TL                |
| BBHDC CYF Child and Adolescent Psychiatrist   | Sen STSPS/VM O    | 8hrs per month  | CYF Clinical Director<br>(Position No.636231)                | CYF Clinical Director -With links to CYMHS |
| BBHDC Projects and Communications Assistant   | A06               | 0.50            | CYFH Service Manager<br>(Position No. 691812)                | CYF Service Manager                        |

### 6.3 Proposed New Structure Impact on Current Permanent Employees

**Table 5 - Permanent positions with minor impact**

The table below lists CYF team leader and manager roles that would be impacted by the planned increase in the number of positions reporting to each role in the proposed new CYF structure.

| Position Name                                 | FTE | Current grading | Position No. | Proposed Change  |
|---|-----|-----------------|--------------|--|
| NSLHD CYF Nurse Manager (CYF NM)              | 1.0 | NM4             | 765488       | <p><b>Direct</b> permanent reporting staff increase:</p> <ul style="list-style-type: none"> <li>• 1FTE - SNF Clinical Coordinator (NUM 2)</li> <li>• 0.63FTE - SNF CNC 2</li> </ul> <p><b>Total direct reporting staff comparison</b> (1.63FTE increase):</p> <ul style="list-style-type: none"> <li>• 10FTE current</li> <li>• 11.63FTE proposed new structure</li> </ul>   |
| NSLHD CYF Speech Pathology and Dietetics Lead | 1.0 | SP 5            | 692406       | <p><b>Direct</b> reporting staff increase:</p> <ul style="list-style-type: none"> <li>• 0.21FTE - SNF SP3 (permanent increase)</li> <li>• 0.21FTE - SNF DIETN3 (permanent increase)</li> <li>• 0.63FTE - BBHDC SP Lead (SP4) (temp increase)</li> <li>• 0.42FTE - BBHDC DIETN3 (temp increase until 30 June '26)</li> </ul> <p><b>Indirect</b> reporting staff increase in team:</p> <ul style="list-style-type: none"> <li>• 1.84FTE - BBHDC SP3 (temp increase - until 30 June '26)</li> </ul> <p><b>Total reporting staff in SP and Dietetics Team comparison:</b></p> <ul style="list-style-type: none"> <li>• 19.24FTE current</li> <li>• 22.55FTE proposed structure (initially until 30 June 2026. <b>Please note that this increase will result in a temporary position grading change to SP 6, under the Award, with a relevant recruitment process to ensue</b></li> </ul> |
| CYF Occ Therapy Team Leader                   | 1.0 | AH4             | 692405       | <p><b>Direct</b> reporting staff increase:</p> <ul style="list-style-type: none"> <li>• 0.21FTE - SNF OT3 (permanent increase)</li> <li>• 1.84FTE - BBHDC OT3 (temp increase until 30 June '26)</li> </ul> <p><b>Total staff reporting to OT Team Leader comparison:</b></p> <ul style="list-style-type: none"> <li>• 3.91FTE current</li> <li>• 5.96FTE proposed structure (initially until 30 June '26)</li> </ul>   |
| CYF Physiotherapy Team Leader                 | 1.0 | AH4             | 692406       | <p><b>Direct</b> reporting staff increase:</p> <ul style="list-style-type: none"> <li>• 0.21FTE - SNF Physio3 (permanent increase)</li> <li>• 0.21FTE - BBHDC Physio3 (temp increase until June '26)</li> </ul> <p><b>Total staff reporting to Physio Team Leader comparison:</b></p> <ul style="list-style-type: none"> <li>• 2.63FTE current</li> </ul>  |

| Position Name                           | FTE | Current grading | Position No. | Proposed Change  |
|---|-----|-----------------|--------------|--|
|   |     |                 |              | <ul style="list-style-type: none"> <li>• 3.05FTE proposed structure (initially until 30 June '26)</li> </ul>   |
| StEPS Preschool Screening Nurse Manager | 1.0 | NM 2            | 62501        | <p><b>Direct reporting staff increase:</b><br/>0.84FTE – BBHDC Nurse – (temp increase until June '26)</p> <p><b>Total staff reporting to comparison:</b></p> <ul style="list-style-type: none"> <li>• 3.38FTE current</li> <li>• 4.22FTE proposed structure (initially until 30 June '26)</li> </ul>     |
| NSLHD Manager CYF                       | 1.0 | HM5             | 691812       | <p><b>Direct reporting staff increase:</b><br/>1FTE – BBHDC SW4 (temp increase initially until Jun '26)</p> <p><b>Total direct reporting staff comparison:</b></p> <ul style="list-style-type: none"> <li>• 14FTE current</li> <li>• 15FTE proposed structure (initially until 30 June 2026).</li> </ul> |
| NSLHD CYF Clinical Director             | 0.5 | Sen SS          | 636231       | 1 x 8 hr per month new VMO Child Psychiatrist will report directly to CYF Clin Director  |

## 6.4 Proposed New Structure Impact on Services and Functions

Extensive clinical design, planning, and structured implementation of services will occur to ensure that the new services complement and integrate with existing CYF and NSLHD services and support client continuity of care. No foreseeable negative impacts have been identified.

### 6.4.1 Sustaining NSW Families Team (Permanently funded)

This Child and Family Health nursing-led service will complement existing secondary-level services. The new funding will enable NSLHD CYF services to provide more support for up to 150 families living in Hornsby, the Northern Beaches, and Ryde LGAs who need help with psychosocial challenges from mid-pregnancy until their child turns 2 years old.

- The new senior SNF nursing positions (NUM2 and CNC2) will report to the CYF Nurse Manager.
- To support the gradual enrolment of families to the program RN onboarding will be staggered.
- The following SNF Allied Health positions will report directly to the existing relevant CYF AH Team Leader to support integrated care and professional standard maintenance for each discipline.
  - SNF Speech Pathologist (lvl 3) - 0.21FTE
  - SNF Dietitian (lvl 3) - 0.21FTE
  - SNF Occupational Therapist (lvl 3) - 0.21FTE
  - SNF Physiotherapist (lvl 3) - 0.21FTE

### **6.4.2 Brighter Beginnings Preschool Checks (BBPC) Program**

#### **Brighter Beginnings HDC - Registered Nurse**

It is proposed that this role will be integrated within the existing StEPS service, reporting to the StEPS Nurse Manager role. This will allow the health and development check program to be incorporated with the well-established preschool vision screening program - achieving time efficiencies for preschools and potential economies of scale for the vision screening and preschool check program. The StEPS and BBHDC teams will trial various ways to integrate children's vision, height, weight, and oral health checks to assess the viability of processes that best integrate these three checks. When possible, the existing StEPS nurses will undertake vision screening and preschool checks together with other BBHDC allied health members.

#### **Brighter Beginnings HDC - Allied Health**

- The BBHDC Allied Health roles will have the capacity to conduct developmental assessments in preschool settings for children whose initial screening results indicate developmental delay, increasing preschool-age children's timely access to specialist developmental assessments. They will also work collaboratively with Early Education sector staff to develop play-based, individualised child-development enriching programs for children needing additional development support to get ready for school.
- It is proposed that the following BBHDC Allied Health positions report directly to the relevant permanent CYF AH Team Leader - to support care integration and to maintain professional standards of care and support for staff:
  - BBPC Speech Pathology Lead (lvl 4)
  - BBPC Dietitian (lvl 3)
  - BBPC Occupational Therapists (lvl 3)
  - BBPC Physiotherapist (lvl 3)

#### **Brighter Beginnings and CYF - Social Worker Lead - Level Four Role**

- The proposed new CYF Brighter Beginnings Social Work position will have the following dual roles:
  - clinical role with families, with young children, experiencing psychosocial stressors, and
  - professional lead for all social workers working within the CYF Community Health teams.
- Given the above, the position will report to the NSLHD CYF Manager role. This reporting line is consistent with the other CYF Allied Health Team Leader roles in the CYF organisational structure.

#### **Brighter Beginnings - Consultant Child and Adolescent Psychiatrist (Sessional VMO)**

- The proposed consultant Child Psychiatrist will provide a consulting role to the SNF and Brighter Beginnings clinicians and community paediatricians, offering second weekly 4 hr clinical consultation sessions, or one eight-hour session once per month - to guide the care for children experiencing concurrent mental health, developmental and associated behaviour issues.



## 7 Consultation

### 7.1 Notification to Employees & Industrial Associations

- A formal three-week consultation period will be established with staff and unions.
- Any issues that emerge during the formal consultation period will be given genuine consideration, with a view to reaching a collaborative resolution where possible.
- All impacted staff, the Health Services Union, NSW Nurses and Midwives Association, and the Australian Salaried Medical Officers Federation will receive a copy of this consultation paper, including the current and proposed organisational charts and new position descriptions.
- The CYFH Nurse Manager and Allied Health Leads have been involved in preliminary discussions about the proposed structure, reporting lines, and grading changes, and they are all supportive of the proposed new structure and positions.
- The CFH Nursing teams are aware that NSLHD has received new funding to establish the SNF program, and preliminary opportunities for informal questions at CFHN team meetings have already occurred.
- Consultation meetings are planned with the CFH Nursing and Allied Health Teams. From those meetings, some frequently asked questions/answers will be developed and circulated for information on the impacted staff.
- All impacted staff will be afforded the opportunity to provide feedback on the proposal and to meet with Executive Managers one-on-one or in small groups should they seek to do so.

## 8 Restructure Implementation

The proposed changes will be implemented in a phased approach, with position realignments, new positions created, and recruitment occurring by new work streams. Grading for the SNF Clinical Coordinator was formally confirmed via the NSLHD Grading Committee. Recruitment for this role has commenced to facilitate new service establishment so that recruitment for new clinical roles proposed in this document can commence as soon as possible to support vulnerable families following the completion of the restructuring consultations.

**The table below indicates the key actions to occur and an indicative time**

| Action  | When              |
|---|-------------------|
| Inform staff & unions via correspondence of formal consultation period commencement | Jul 2024          |
| Commence Staff Consultation Meetings  | Mid-July 2024     |
| Staged recruitment commencement   | Early August 2024 |

## 9 Post-restructure Review

If approved, the restructuring will be implemented with an initial review against the objectives outlined in this proposal at six and twelve months following the implementation of the new reporting lines and governance structure.

## 10 Attachments

### The following Position Descriptions are attached

- SNF Clinical Coordinator - NUM 2
  - Previously graded through LHD Grading Committee to support establishment of the Program
- SNF CNC - CNC 2
- SNF CFH Nurse - RN
- SNF Communications and Project Officer - AO6
- SNF Administration Officer - A03
- SNF Senior Social Worker - SW3
- SNF Speech Pathologist - SP3
- SNF Physiotherapist- PHYS3
- SNF Occupational Therapist - OT3
- SNF Senior/ Clinical Psychologist - SEN/PSYC
- Speech Pathology and Dietetics Team Leader Lvl 6 CYF Community – SP6
- BBHDC Program Manager - HM3
  - Previously graded through LHD Grading Committee to support development of the model of care and establishment of the program. PD updated.
- BBHDC Client Flow Coordinator - OT/SP3
- BBHDC Admin Officer - AO3
- BBHDC Nurse (Grad Start) - RN
- Senior Social Worker - BBHDC Program and CYF Professional Lead - SW4
- BBHDC Senior/ Clinical Psychologist - PSYC
- BBHDC Senior Dietician - DIET3
- BBHDC Speech Pathology Lead – SP4
- BBHDC Senior Speech Pathologist - SP3
- BBHDC Senior Physiotherapist - PHYS3
- BBHDC Senior Occ Therapist - OT3
- Brighter Beginnings Child and Adolescent Psychiatrist Staff Specialist/ VMO (8hrs per month)