



Canberra
Health
Services



ACT
Government

Proposed Consultation: Subacute & Non-Acute Patient Unit.

September 2024



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Information about the directorate can be found on the website:

www.canberrahealthservices.act.gov.au



Acknowledgement of Country

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Proposed Consultation: Subacute & Non-Acute Patient Unit

Overview

Following a comprehensive consultation process the Decision Support Unit was established to bring together the relevant individuals and functions under the direction of the Chief Operating Officer so that the overall capability of the team is nurtured, developed and focussed on operational planning and reporting.

With the evolution of the Unit , there has been identified a need to realign existing resources across both hospital campuses with a view to improving operational efficiency and resource utilisation.

Where there are proposals by the Canberra Health Services to introduce change that would have a significant effect on an employee or a group of employees, the head of service will consult with the effected employees and relevant union pursuant to Section F of the ACT Public Sector Administrative and Related Classification Enterprise Agreement 2023-26, Section G of the ACT Public Sector Health Professional Enterprise Agreement 2023-26 and Section P of the ACT Public Sector Nursing and Midwifery Enterprise Agreement 2023-26.

The purpose of this paper is to describe the proposed realignment of the Subacute & Non-Acute Patient Unit following the implementation of the Decision Support Unit.

Proposed Changes

The following changes are proposed as part of this consultation process:

1. Change in title and responsibility of the Senior Director, Clinical Support Services (CSS), North Canberra Hospital (NCH). It is proposed the new title will be Senior Director Data Quality. The new responsibilities will include, but not limited to, the management of all Subacute and Non-Acute Patient (SNAP) employees across the Canberra Hospital and NCH campuses. All other services that previously reported to the Senior Director, CSS will continue to report to the Senior Director Data Quality, DSU.
2. The Director, Clinical Benchmarking will not be backfilled. With DSU being a newly established unit, DSU will review all positions to see how they best align to provide the best support to DSU employees and CHS more broadly.
3. Change in the reporting line for the Assistant Director, Clinical Benchmarking to the Director Business Intelligence.
4. Change the reporting line for the Assistant Director, SNAP to the Senior Director Data Quality. It is proposed that the Assistant Director SNAP will be responsible for all Canberra Health Services SNAP Officers.
5. Change the reporting line for the SNAP Officers at NCH, to the Assistant Director, SNAP.



Reason for the Proposed Changes

DSU are proposing the above changes to realign existing resources across two hospital campuses and promote consistency of the services we provide across CHS. The proposal will continue to support employees with the delivery of high-quality services to the ACT and surrounding community whilst ensuring that we use our resources wisely, and sustainably to reduce waste and improve efficiency.

For more detail, the current and proposed organisational chart can be found at [Attachment A](#).

Consultation Methodology

To allow the affected employees and union a genuine opportunity to contribute and influence the decision-making process prior to the decision being made, the consultation period for the proposed change will be fourteen days calendar days from the date of this letter.

Your feedback is important and can be provided using this link at [Consultation Feedback - Subacute & Non-Acute Patient Unit](#) . To contribute and influence the proposal, we are seeking feedback responses to the following questions:

1. Do you have any concerns about the proposal so far, if so, what are they?
2. Do you have any other feedback or suggestions that you would like to be considered in relation to the proposal?
3. Would you propose a different structure, if so, what would it be?

If you have any questions about the details of the proposal, please contact Mr Jarrad Nuss, Executive Group Manager, Decision Support Unit at jarrad.nuss@act.gov.au or Deepali Dholepatil at Deepali.dholepatil@act.gov.au.



Support Services

We recognise this may be a challenging time for you and want you to know the ACT Government places priority on employee health and wellbeing.

One of the ways the ACT Government supports employee health and wellbeing is through the Employee Assistance Program (EAP). The EAP offers short term, solutions-focused counselling for employees and their immediate families to support them in dealing with both work and personal issues that affect their physical and mental health and wellbeing.

The ACT Government EAP provider is Converge International. You can access support now by contacting Coverage International on 1300 687 377. Converge International operates 24 hours a day, 365 days of the year. Alternatively, you can make an online booking at <https://convergeinternational.com.au/contact/bookings/> using organisational code ACTEAP.

ENCL :

- A – Current Organisational Chart
- B – Proposed Organisational Chart
- C – Proposed position description
- D - Proposed Timeline

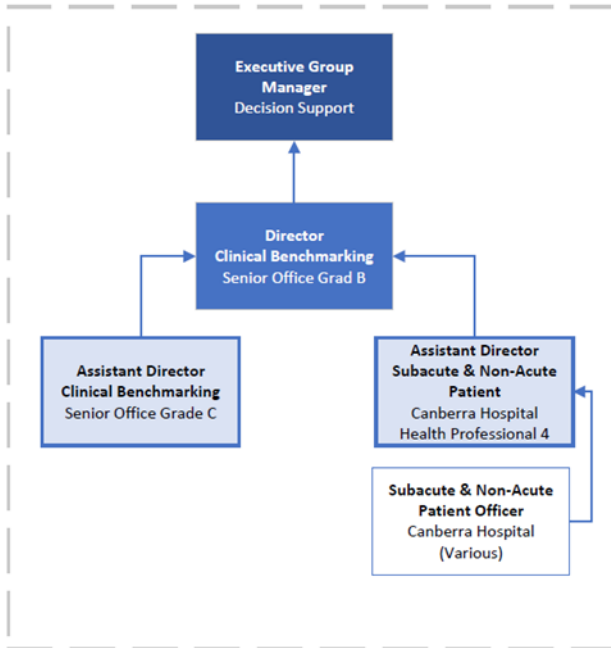


Attachment A – Current Organisational Structure

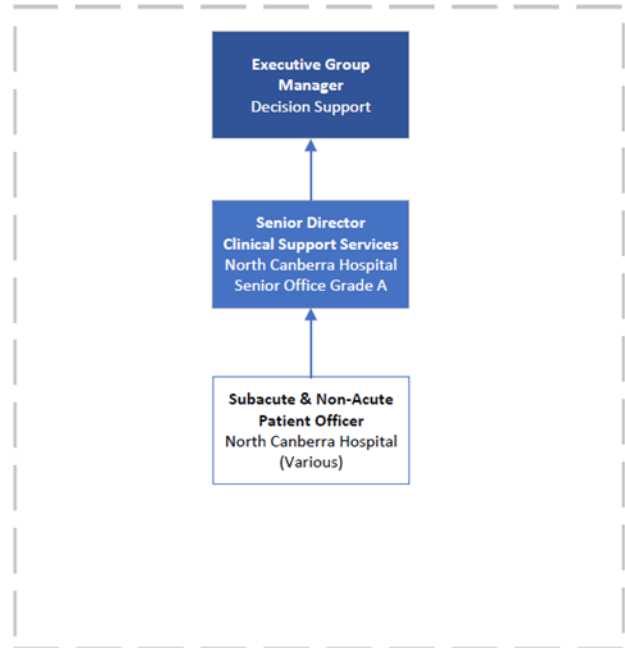
Decision Support Unit

Organisational Chart - Current

Canberra Hospital

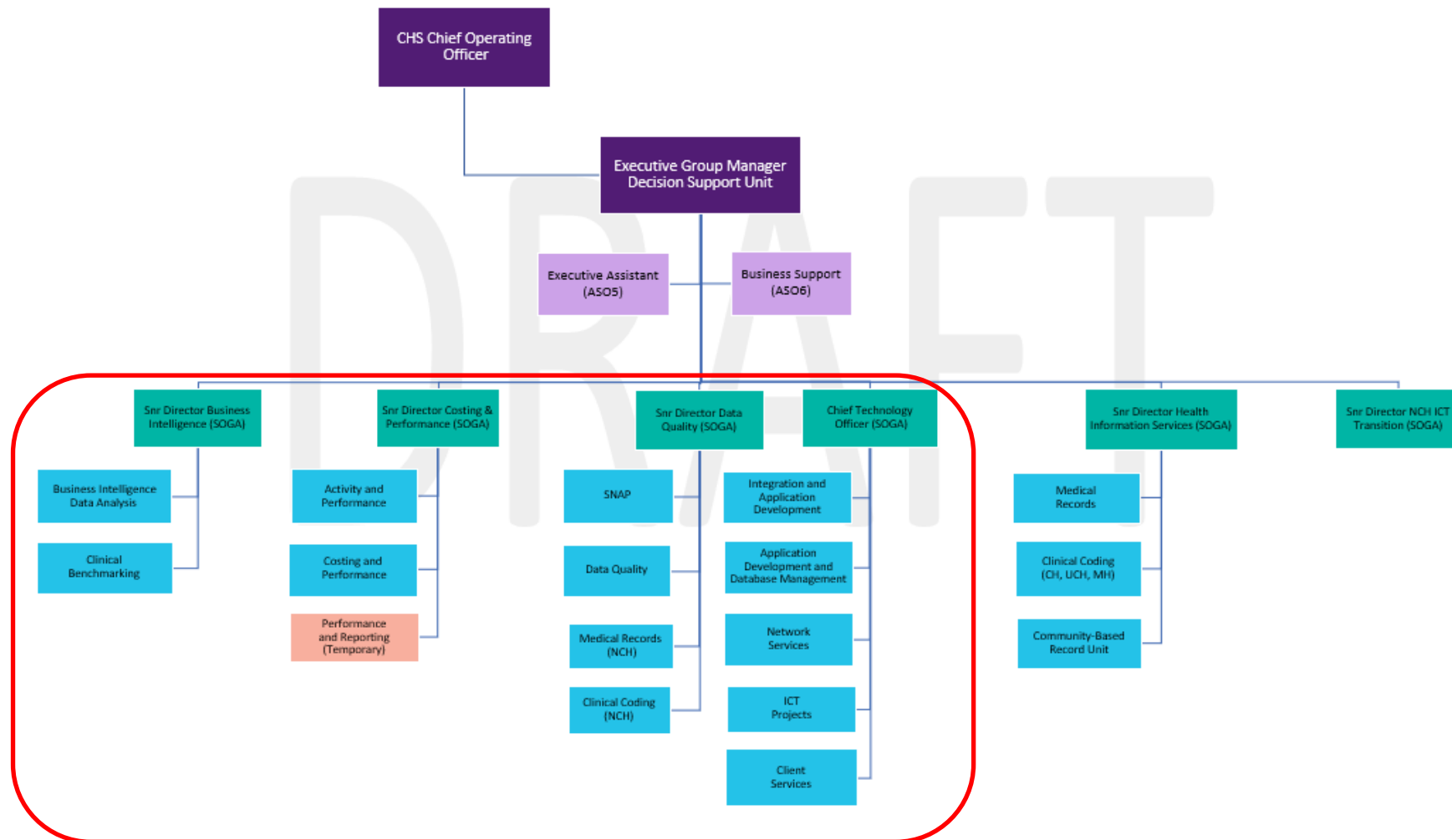


North Canberra Hospital



Attachment B – Proposed Organisational Structure

Decision Support Unit Organisational Structure (Draft)



Attachment C – Proposed Position Description

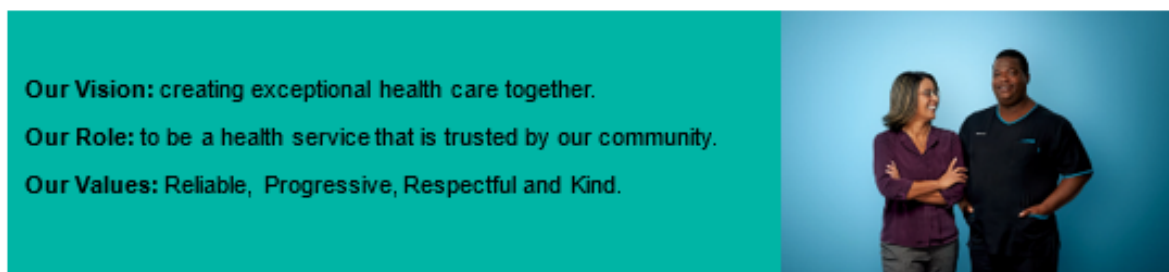


Position title	Senior Director Data Quality
Position number	601086
Directorate	Canberra Health Services
Division	Chief Operating Officer
Business unit	Decision Support Unit
Classification	Senior Officer Grade A
Location	North Canberra Hospital
Reporting relationships	Direct Manager: Executive Group Manager, Decision Support Unit
Last reviewed	26 August 2024

Canberra Health Services

Canberra Health Services (CHS) is focused on the delivery of high quality, effective, person-centered care. We provide acute, sub-acute, primary, and community-based health services, to the Australian Capital Territory (ACT) and surrounding regions. More information can be found on the CHS website.

We are committed to workforce diversity and creating an inclusive workplace.



Position overview

The Decision Support Unit (DSU) is led by an Executive Group Manager reporting to the Chief Operating Officer within Canberra Health Services (CHS).

The DSU's role includes:

- Promoting accountability to achieve strategic goals and building organisational capability to align Activity Based Funding (ABF) and Operational Planning
- provision of ICT Services for CHS
- provision of data quality
- provision of Health Information Services
- provision of decision support services to enable operational and non-operational planning and quality reporting.

Reporting directly to the Executive Group Manager (EGM) within the Decision Support Unit (DSU), the Senior Director of Data Quality provides strategic leadership and oversight for the CHS Data Quality and SNAP teams, as well as the NCH Health Information Services (HIS) and Clinical Coding functions at North Canberra Hospital (NCH).

This role is vital for ensuring the accuracy, completeness, and reliability of healthcare data within the Digital Health Record system across CHS. The Senior Director will drive initiatives to enhance data quality, working collaboratively with operational teams and departments to achieve high standards in data management. Additionally, the Senior Director of Data Quality will oversee effective healthcare records management, streamline health information workflows, and ensure the delivery of high-quality, customer-focused services at NCH.

Key responsibilities

Specific responsibilities include, but are not limited to, the following.

- Demonstrating strong knowledge, understanding and commitment to the principles and practices of:
 - risk management,
 - clinical and corporate governance,
 - patient and staff safety,
 - customer service,
 - workplace equity, and
 - injury prevention and an ability to apply them in the workplace.
- Providing effective team leadership to ensure compliance with applicable legislation, including the National Health Reform Agreement (NHRA), the ACT Health Records (Privacy and Access) Act 1997, the Australian Charter of Health Care Rights, and national data regulatory requirements.
- Providing strategic leadership and direction for the Data Quality, CHS SNAP, NCH Health Information Services and Clinical Coding teams to support the provision of [high quality](#) health care services in accordance with the CHS Strategic Plan 2024-2027 Operational plan.
- Overseeing efforts to support operational teams in maintaining the accuracy and reliability of healthcare data within the Digital Health Record system by developing and implement strategies to enhance data quality.
- Leading initiatives to improve data quality, including the development and execution of data quality improvement projects, policies and procedure, monitoring data quality metrics and ensuring adherence with regulatory standards.



- Demonstrating leadership in liaising with government bodies and business organisations on business information issues and represent the EGM DSU at relevant forums as required.
- Overseeing staff training and development programs in relation to effective business information management and the associated professional practices.
- Undertake other duties appropriate to this level of classification which contribute to the operation of the organisation.

Competencies

Specific responsibilities include but are not limited to the following.

Nil

Qualifications

Specific responsibilities include, but are not limited to, the following.

Essential	Desirable
<ul style="list-style-type: none"> • Tertiary qualifications, preferably post graduate, in management, business or health related field. 	<ul style="list-style-type: none"> • Have an understanding of how the National Safety and Quality Health Service (NSQHS) indicators align with this role.

Experience

Specific responsibilities include but are not limited to the following.

Essential	Desirable
<ul style="list-style-type: none"> • A minimum of 5 years' experience working professionally in public service context within a health care setting. • Minimum of 5 years of experience in data management, data quality, or a related role in a healthcare setting. 	<ul style="list-style-type: none"> • Experience or knowledge of the CHS Exceptional Care Framework, Clinical Governance Framework, Partnering With Consumers Framework and all other related frameworks.

Prior to commencement

Appointment to this position is conditional on being granted and retaining appropriate clearances.

- Pre-employment National Police Check.
- Comply with Canberra Health Services Occupational Assessment, Screening and Vaccination policy.

Important information



All employees are required to:

- adhere to the Canberra Health Services Values and the ACT Public Service Code of Conduct
- act in accordance and comply with all relevant Safety and Quality policies and procedures.

CHS is leading the drive to digitally transform health service delivery in Australia through the implementation of a territory wide Digital Health Record. Computer literacy skills are required which are relevant to this role as you will be responsible for completing required documentation and becoming a proficient user of the Digital Health Record and/or other Information Technology systems; once proficient, you will need to remain current with changes, updates, and contingencies.

Key selection criteria

These are the key selection criteria for how you will be assessed in conjunction with your resumé and experience.

1. The ability to design, lead, implement and evaluate significant change processes for effective outcomes.
2. Highly developed oral, inter-personal and written communication, liaison and negotiation skills. Along with demonstrated problem solving and conflict resolution skills with a strong sense of discernment.
3. Demonstrated record of success in facilitating progressive organisational change and development and commitment to professional development. Together with a demonstrated awareness and understanding of the current and likely future environment in which the service operates.
4. Understanding of key legislation, data quality metrics and regulatory standards in a public health setting.
5. Demonstrates understanding of, and adherence to, safety and quality standards, work, health and safety (WH&S) and the positive patient experience. Displays behaviour consistent with CHS's values of reliable, progressive, respectful and kind.



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Work environment description

The following work environment description outlines the inherent requirements of the role and indicates how frequently each of these requirements would need to be performed. Please note that the ACT Public Service is committed to providing reasonable adjustments and ensuring all individuals have equal opportunities in the workplace.

Administrative	Frequency	Travel	Frequency
Telephone use	Frequently	Frequent travel – multiple work sites	Occasionally
General computer use	Frequently	Frequent travel – driving	Never
Extensive keying/data entry	Occasionally		
Graphical/analytical based	Occasionally		
Sitting at a desk	Frequently		
Standing for long periods	Never		
Physical demands	Frequency		
Distance walking (large buildings or inter-building transit)	Occasionally		
Working outdoors	Never		
Psychosocial demands	Frequency		
Distressed People e.g. Emergency or grief situations	Occasionally		
Aggressive & Uncooperative People e.g. drug / alcohol, dementia, mental illness	Occasionally		
Unpredictable People e.g. Dementia, mental illness, head injuries	Occasionally		
Restraining e.g. involvement in physical containment of clients/consumers	Never		
Exposure to Distressing Situations e.g. Child abuse, viewing dead / mutilated bodies; verbal abuse; domestic violence; suicide	Occasionally		
Specific hazards	Frequency		
Working at heights	Never		
Exposure to extreme temperatures	Never		
Operation of heavy machinery e.g. forklift	Never		
Confined spaces	Never		
Excessive noise	Never		
Low lighting	Never		
Handling of dangerous goods/equipment e.g. gases; liquids; biological.	Never		
Slippery or uneven surfaces	Occasionally		



Manual handling	Frequency
Lifting 0 – 9kg	Occasionally
Lifting 10 – 15kg	Never
Lifting 16kg+	Never
Climbing	Never
Running	Never
Reaching	Occasionally
Kneeling	Never
Foot and leg movement	Occasionally
Hand, arm and grasping movements	Occasionally
Bending/squatting	Occasionally
Bend/Lean Forward from Waist/Trunk twisting	Occasionally
Push/pull	Occasionally
Sequential repetitive movements in a short amount of time	Frequently



Attachment D - Proposed Implementation Timeline

Steps	Action	Anticipated timeframes
1	Commencement of Consultation Period	20 September 2024
2	Cessation of Consultation Period	4 October 2024
3	Collation of Feedback	4 -10 October 2024
4	Decision and communication of decision	11 October 2024
5	Implementation of change	14 October 2024

