



**Restructure Consultation Paper
Physiotherapy and Exercise Physiology
The Sutherland Hospital and Garrawarra
Centre**

May 2024



Comments or feedback on this proposal can
be submitted in writing to

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by 5pm 03/06/2024

Version Control

Version Number	Date (DD/MM/YYYY)	Details of Changes	Author (Name and Position Title)
1.0	12/04/2024	Initial version	Brielle Gosch, Director Shared Clinical Services
1.1	14/05/2024	Update timeframes	Brielle Gosch, Director Shared Clinical Services
2.0	17/06/2024	Updates to: organisational charts, reporting lines, restructure timeline	Brielle Gosch, Director Shared Clinical Services

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1. Overview of The Sutherland Hospital and Garrawarra Centre Physiotherapy and Exercise Physiology services

1.1 Background

The vision for South Eastern Sydney Local Health District (SESLHD) is 'exceptional care, healthier lives'. SESLHD is committed to enabling our community to be healthy and well, and to providing the best possible compassionate care when people need it.

Physiotherapy services assess, diagnose, treat and work to prevent disease and disability through movement and exercise. Physiotherapists are experts in body movement and function. They work with people affected by injury, illness or disability to help them improve the movement and functioning of their body.

Exercise Physiologists (EPs) design, deliver and evaluate exercise interventions that are safe and effective for people impacted by chronic disease and injuries. They provide information and advice about exercise to help people manage and prevent injuries and chronic conditions.

Physiotherapy and EPs provide services to inpatients, outpatients, community patients and residential aged care facility (RACF) residents. Leadership of these staff at The Sutherland Hospital is varied, with staff reporting to a variety of allied health and nursing leaders.

Further detail regarding these services can be found in the Allied Health Services and Workforce Review report (T23/21359).

1.2 Current Organisation Structure

Physiotherapists in inpatient and outpatient settings at TSH work under the leadership of the Physiotherapy Head of Department (HoD). The HoD reports directly to the Director of Shared Clinical Services, The Sutherland Hospital and Garrawarra Centre.

Community Physiotherapists and EPs work under the leadership of a variety of Allied Health unit heads, Clinical Nurse Consultants (CNCs) and Nursing Unit Managers (NUMs). Each of these leaders report to the Nurse Manager, Aged, Rehabilitation and Extended Care, The Sutherland Hospital.

The Garrawarra RACF Physiotherapist works under the leadership of the Director of Shared Clinical Services, The Sutherland Hospital and Garrawarra Centre.

1.2.1 Current Organisation Charts

Diagram 1 Direct reports to Director Shared Clinical Services Organisational Chart

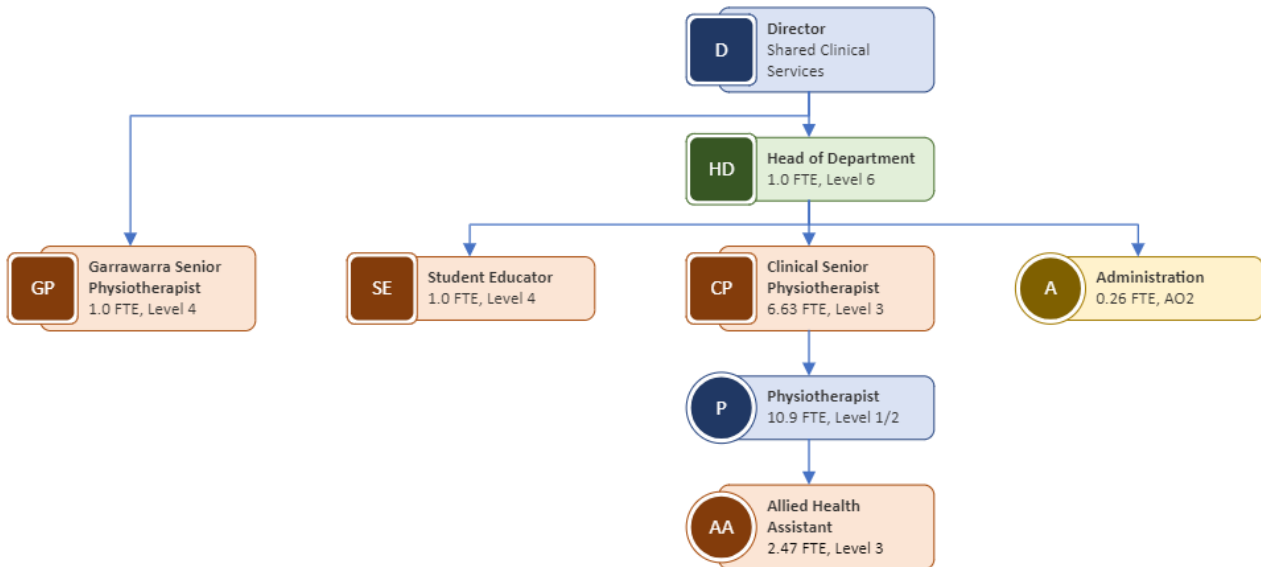


Diagram 3 Southcare Physiotherapy and Exercise Physiology Organisational Chart

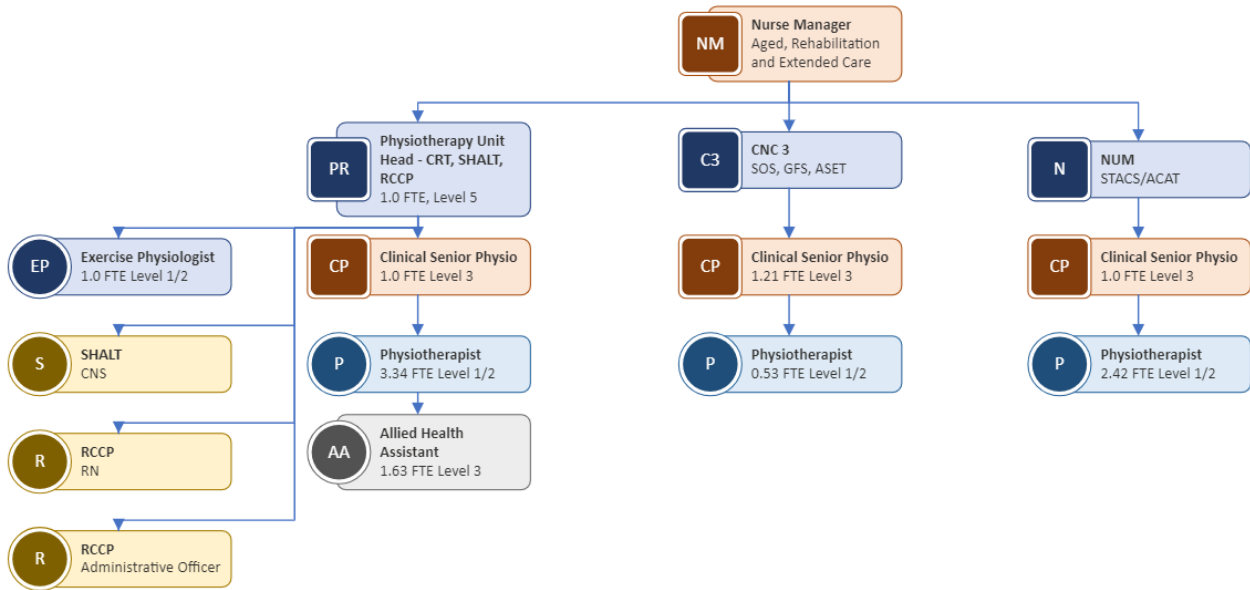
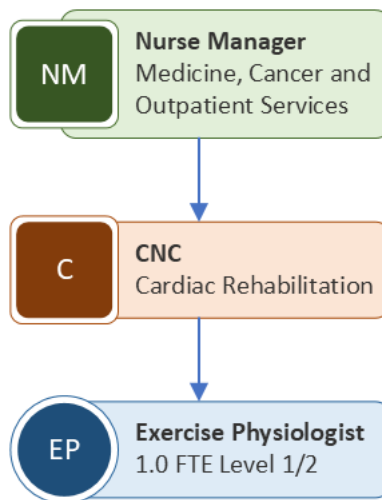


Diagram 4 Cardiac Rehabilitation Exercise Physiology Organisational Chart



1.3 Case for Change

Allied Health clinicians currently work in a number of governance structures with varied reporting lines. Services are siloed, which limits opportunity for collaboration and integration of care. Inequities exist between clinical settings in:

- succession planning
- professional development
- supervision
- leave coverage
- leadership opportunities

The realignment of roles within a Physiotherapy and Exercise Physiology department structure will elevate the opportunities in these domains for TSH physiotherapy staff. Of particular note is the opportunity for career progression and succession planning that does not exist in the current structures.

The Head of Department role will also be responsible for the Exercise Physiology positions, including ensuring appropriate professional governance for these staff, and advocacy for Exercise Physiology services at The Sutherland Hospital.

The support of the team lead roles provides capacity for the Head of Department role to have a broader focus, with increased responsibility for strategic, clinical and operational leadership for Physiotherapy and Exercise Physiology services. This change will support quality improvement, quality assurance and research activities, and benefit TSH by creating a department which attracts and retains talented staff, optimises performance and contributes to organisational capacity and safety.

The realignment of Physiotherapy and Exercise Physiology positions at The Sutherland Hospital and Garrawarra Centre will align with NSW Health Principles of Allied Health Governance (2023) and SESLHD Strengthening Allied Health: Guiding Principles. In turn, these documents align with:

- NSW Health Future Health Strategic Framework Strategic Outcome 2: Safe Care is delivered across all settings, and Strategic Outcome 4: Our Staff are engaged and well supported;
- NSW Health Value Based Health Care and the Quadruple Aim with the goal of improving the experience of providing care and the effectiveness and efficiency of care.
- SESLHD Strategic Plan, Exceptional Care, Healthier Lives, for staff to feel valued, respected and proud of the quality of their service. It aligns with the priorities of Providing person-centred care and Supporting teams to thrive.

The proposed restructure is designed to support consistent application of best practice, and support a high performing workforce to deliver safe, patient-centred care.

For further information, please refer to Allied Health Services and Workforce Review, Report and Finding from Review (T23/21359).

2. Proposed Organisation Structure

2.1 Proposed Organisation Chart

Diagram 5 Proposed Physiotherapy and Exercise Physiology Department Organisational Chart

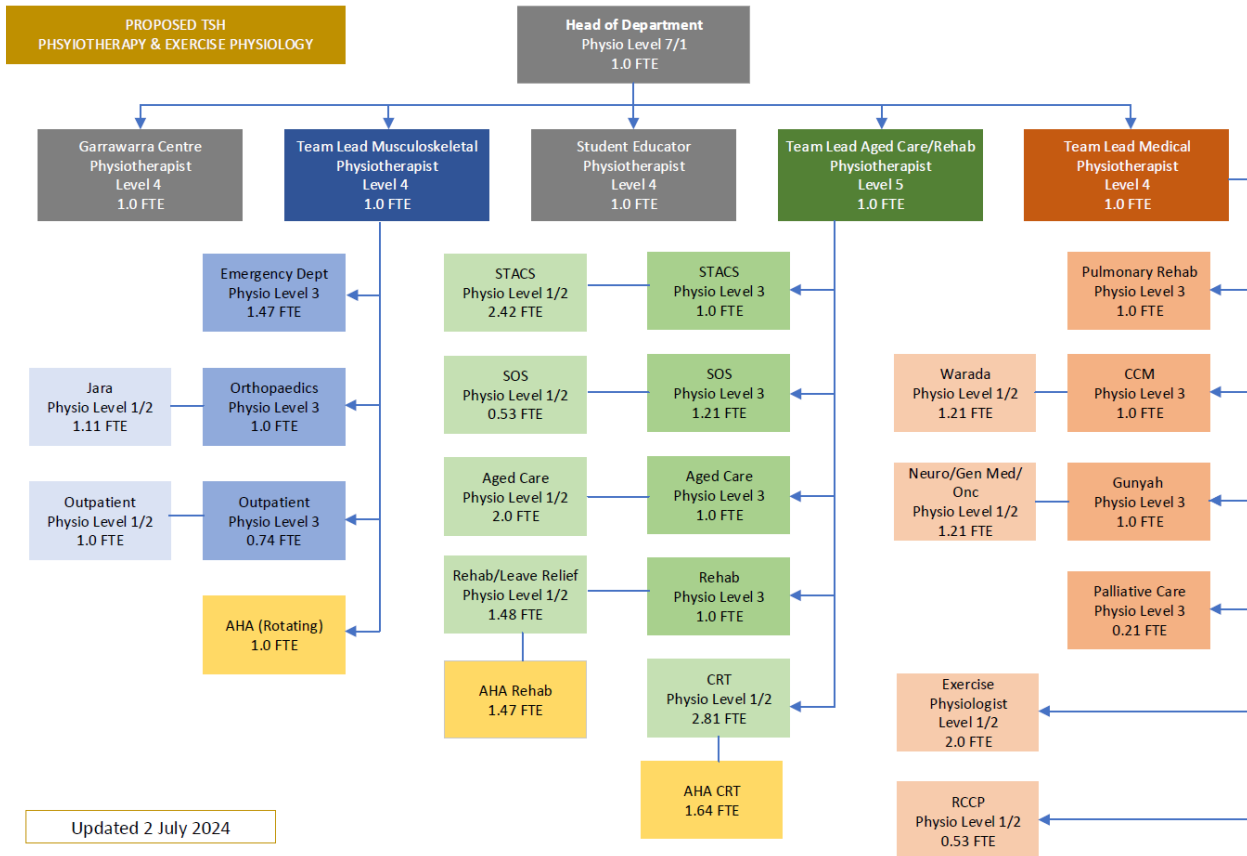


Diagram 6 Proposed direct reports for Nursing and Administration



3. Proposed changes to Positions

3.1 Deleted Positions

No.	Position Title	Summary of Proposed Change
1	Physiotherapy Head of Department, Grade 6 (filled)	This role will be deleted and replaced by a Level 7 Grade 1 Head of Department Physiotherapy and Exercise Physiology.
2	Physiotherapy Unit Head, Grade 5 (vacant)	This role will be replaced by a Level 5 Physiotherapy Aged Care and Rehabilitation Team Lead.
3	Level 1/2 Physiotherapist (CC163139 – TSH Physiotherapy)	<p>3.0 FTE from PN 101787 will be deleted to create:</p> <ul style="list-style-type: none"> • 2.0 FTE Level 4 team lead positions • FTE Level 3 Senior Aged Care Physiotherapist. <p>2 permanent part time incumbent staff are personally regraded to Level 3 and will be matched to the Senior Aged Care role at their current contracted working hours. 2.0 FTE is currently vacant, therefore the team leader roles will be advertised.</p>

3.2 Positions with Changes to Reporting Lines

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
1	Garrawarra Centre Physiotherapist	The Garrawarra Centre Physiotherapist previously reported directly to the Director Shared Clinical Services. This role will now directly report to the Physiotherapy and Exercise Physiology Head of Department.	Filled	Yes
2	Level 3 Physiotherapists	Level 3 Physiotherapy roles previously reported directly to a variety of managers, including the Physiotherapy HoD, Physiotherapy Unit Head, CNC Chronic Care/ASET/SOS, NUM STACS/ACAT. Level 3 Physiotherapy positions will now report to their respective team lead.	Filled	Yes
3	Level 1/2 Physiotherapists	Level 1/2 Physiotherapy roles previously reported directly to a variety of managers, including the Physiotherapy HoD, Physiotherapy Unit Head, CNC Chronic Care/ASET/SOS, NUM STACS/ACAT. Level 1/2 Physiotherapy positions will now report to their respective team lead.	Filled	Yes
4	SHALT Exercise Physiologist	The SHALT Exercise Physiology role previously reported to the Physiotherapy Unit Head. This	Filled	Yes

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
		position will now report to the Medical Team Lead.		
5	Cardiac Rehabilitation Exercise Physiologist	The Cardiac Rehabilitation Exercise Physiology role previously reported to the Cardiac Rehabilitation CNC. This position will now report to the Medical Team Lead.	Filled	Yes
6	Allied Health Assistants	Allied Health Assistant roles previously reported directly to the Physiotherapy HoD or Physiotherapy Unit Head. Allied Health Assistant positions will now report to their respective team lead.	Filled	Yes
7	Respiratory Coordinated Care Program RN	The RCCP RN previously reported to the Physiotherapy Unit Head. This position will now report to the NUM of Community Nurses.	Filled	Yes
8	Sutherland Heart and Lung Team CNS	The SHALT CNS previously reported to the Physiotherapy Unit Head. This position will now report to the CNC3, SOS, GFS and ASET.	Filled	Yes
9	Administrative Officer, Allied Health	The Administrative Officer previously reported to the Physiotherapy Head of Department. In line with the Administrative Services Review currently underway, this role will report to the Outpatient Administration Manager.	Filled	Yes
10	Administrative officer, RCCP	The Administrative Officer previously reported to the Physiotherapy Unit Head. This role will report to the Southcare Administration Supervisor.	Filled	Yes

3.3 Positions with Changed Responsibilities

No.	Position Title	Summary of Proposed Change
1	Osteoarthritis Chronic Care Program (OACCP) Co-ordinator (Level 3 Physiotherapist)	This role will increase by 0.31 FTE and become the Musculoskeletal (MSK) outpatient senior (L3). This role will be the MSK outpatient senior and continue to be responsible for OACCP co-ordination. The current incumbent can increased hours if they elect to, otherwise the remainder of the hours can be advertised.

3.4 New Positions

No.	Position Title	Summary of Proposed Change
1	Physiotherapy and Exercise Physiology Head of Department, 1.0 FTE Level 7, Grade 1	As outlined in the NSW Health Service Health Professionals (State) Award, the Physiotherapy and Exercise Physiology Head of Department will be classified as a Level 7, Grade 1 based on the number of FTE in the department.
2	Level 5 Physiotherapy Team Lead, 1.0 FTE Level 5	New team lead position with clinical cover responsibilities. As outlined in the NSW Health Service Health Professionals (State) Award, this position will be classified as a Level 5 based on the number of FTE in the team.
3	Team Lead, 2.0 FTE Level 4	New team lead positions with clinical cover responsibilities. As outlined in the NSW Health Service Health Professionals (State) Award, two Team lead positions will be classified as a Level 4 based on the number of FTE in the teams.
4	Senior Aged Care Physiotherapist, 1.0 FTE Level 3	Creation of a senior aged care position for acute inpatients. 2 staff with personal regrades to Level 3 will be matched to this position at their current contracted working hours.

4. Employee Assistance Program

Staff are reminded of the availability of the Employee Assistance Program through Converge on 1300 687 327. This number is answered 24 hours per day, seven days per week to facilitate enquiries, booking requests and to provide assistance.

5. Consultation

Development of the Proposal

Key stakeholders outlined below were consulted prior to authorship:

- TSH and Garrawarra Centre General Manager
- SESLHD Director Allied Health
- SESLHD Physiotherapy Advisor
- SESLHD Exercise Physiology Discipline Lead
- SESLHD Allied Health Performance & Development Consultants
- Garrawarra Centre Facility Manager and Director of Nursing
- Co Director Nursing, Midwifery and Operations – Medicine, Aged, Rehabilitation and Extended Care, SouthCare, Cancer, Outpatients and Women's and Children's Health Services
- Nurse Manager Aged Rehabilitation & Extended Care (Southcare)
- TSH Physiotherapy Head of Department
- TSH A/Physiotherapy Unit Head, Southcare

Consultation Plan

Consultation will occur with affected employees and will also require consultation with the Health Service Union and the New South Wales Nursing & Midwives Association, in line with NSW Health PD2012_021 *Managing Excess Staff of the NSW Health Service* on release of the Restructure Consultation Paper.

The Director of Shared Clinical Services will have individual discussions with all position holders who are directly affected by the proposal during the consultation period. There will be discussion with all impacted staff to support open and transparent communication.

6. Restructure Timeframe

Task	Documentation/Task	Timeframes (Indicative) Week Commencing
Restructure Consultation documents completed	Restructure Consultation Paper	15/04/2024
Initial consultation period / awareness discussions with Executive	Meet with General Manager	01/05/2024
Consultation period with staff and unions commences	Restructure Consultation Paper and draft position descriptions	20/05/2024
Consultation period closes	-	03/06/2024
Feedback reviewed and considered.	Restructure Consultation Paper Feedback from consultation	07/06/2024
Final consultation document incorporating any changes identified during consultation circulated	Restructure Consultation Paper (Final)	01/07/2024
Approval by Chief Executive of the final structure and to proceed with implementation		15/07/2024
Written advice issued to affected staff	Letter to advise of 'affected status'	15/07/2024
Vacant positions advertised	Through merit selection recruitment process	15/07/2024
Selection process for positions commences	Assessment of applications and interviews	29/07/2024
Written advice issued to staff appointed to positions	Letter to advise of appointments	12/08/2024
Staff not matched or appointed to positions are declared excess	Letter to advise of excess status	12/08/2024


8. Position Descriptions

No.	Document description	Internal Ref.
1.	Physiotherapy and Exercise Physiology Head of Department	
2.	Team Lead Physiotherapist – Level 5	
3.	Team Lead Physiotherapist – Level 4	
4.	Senior Physiotherapist – Aged Care (Level 4)	
5.	Student Educator – Level 4	
6.	Physiotherapy Level 3 generic	
7.	Exercise Physiology Level 1/2 generic	
8.	Physiotherapy Level 1/2 generic	

9.	Physiotherapy Community Allied Health Assistant generic	
10.	Physiotherapy Inpatient Allied Health Assistant generic	

9. Endorsement

Executive Sponsor

Name	Brielle Gosch
Position Title	Director Shared Clinical Services
Signature	
Date	14/05/2024