

Restructure Plan

Illawarra Shoalhaven Local Health District - Mental Health Service

Shoalhaven Subacute Unit

October 2024

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1. Introduction

The Shoalhaven Subacute Mental Health Unit (20 beds) was established in 2013 with a core staffing of Nursing, Allied Health Professionals (various disciplines) and 10 FTE Allied Health Assistants (AHA). Previously, the AHA's were employed under the Technical Assistants Award before transitioning to the NSW Health Service Allied Health Assistants (State) Award in 2019 as determined by the Ministry of Health.

On 17 December 2019 Staff were informed by the Workforce Support Team of the change to their award via letter. At this time, the tasks, roles, and responsibilities within the positions of the AHA's were not reviewed and were since found to be misaligned with the new Award.

Key requirements that must be maintained in accordance with the Award and NSW Ministry Allied Health Assistant Competency and Capability Framework include:

- AHA must work under the direction, clinical oversight and supervision of Allied Health Professionals (AHP).
- Clinical oversight must be provided either directly, indirectly or remotely.
- AHA must engage in supervision from AHP.
- AHA scope cannot be broader than AHP scope of practice.
- The professional practice of AHA remains the responsibility of the teams AHP. The accountability of performance of any delegated task completed by AHA's remains with the delegating AHP unless the AHA changed aspects of the task without consultation. Operational responsibilities remain with the unit's Nurse Unit Manager (NUM).
- AHA may complete assigned tasks or delegated tasks.

In October 2023, the Mental Health Service began a review of the Subacute AHA to their scope of practice and the relevant Award requirements. During the review, a number of issues were identified including the scope of practice of AHA overnight, clinical oversight of AHA and the overall staffing profile of the Service. Immediate changes have been implemented to ensure safety for staff and consumers.

2. Purpose

The purpose of this restructure plan is to describe the in-principal changes proposed for the Subacute Mental Health Unit pending robust consultation and feedback from impacted staff across the district.

The scope of this restructure plan covers the Allied Health and Nursing positions that are currently employed at the Subacute Mental Health Unit. The purpose of re-structuring the identified positions is to ensure appropriate scope of practice and governance for the staff at the Unit and to ensure best outcomes for consumer care.

3. Service – Subacute Mental Health Unit

3.1 Current State – Service Profile

Allied Health Assistants:

- 10.24 FTE in the establishment
- 1 FTE AHA currently employed Monday – Friday 8 hour shift pattern.
- 5.79 FTE AHA currently employed 7 day, 12 hour day and night shift pattern.
- Vacancy of 4.45 FTE recruitment suspended pending review and realignment.

Allied Health Professionals Establishment:

- 4 FTE plus 1 FTE Multidiscipline intake officer that can include RN.

Nursing Staff Establishment:

- 5 FTE Clinical Nurse Specialist
- 3.74 FTE Registered Nurse
- 1.74 FTE Enrolled Nurse

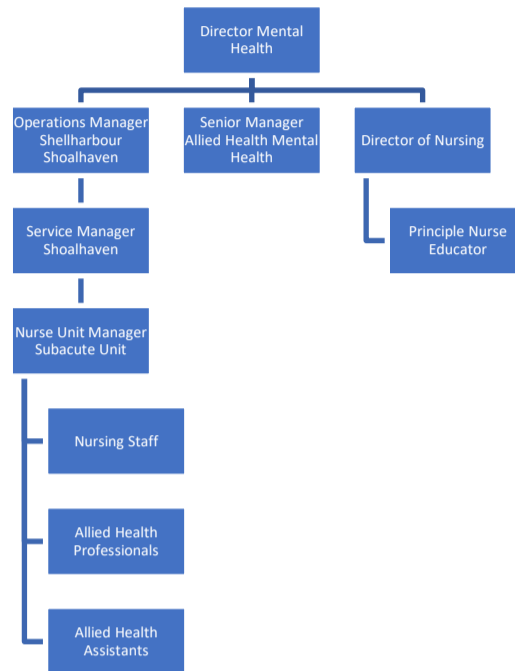
3.2 Reason for the Restructure

The table below outlines the proposed changes to the Subacute Mental Health Unit service structure, the rationale for the changes, and benefits/impacts on services.

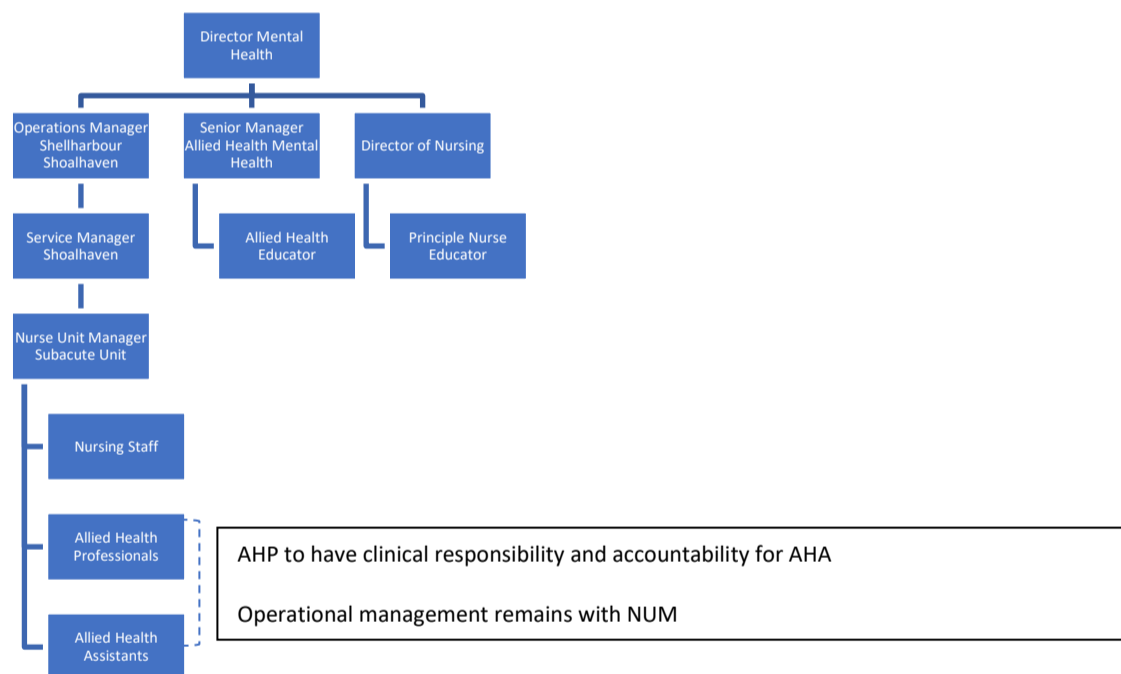
Role	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
AHA	<ul style="list-style-type: none"> • Reduce AHA establishment from 10.24 to 6.12 FTE with ISLHD MHS maintaining current establishment of 6.79 FTE pending natural attrition. • Change shift patterns from 12-hour shifts to 8-hour shifts. • No AHA rostered overnight. • AHA shifts from 0700 – 1530 and 1330 – 2200, 7 days per week. • Retain identified Aboriginal Torres Strait Island AHA position and include in 7-day roster. 	<ul style="list-style-type: none"> ○ AHA FTE in excess of need for the Units Model of Care and for AHA to work within scope of practice. ○ 8-hour shifts support regular overlap between AHA and AHP to support clinical oversight, supervision, education and task delegation. ○ Extended hour and weekend coverage continues to allow therapeutic allied health engagement to support consumer functioning. ○ AHA will be provided with enhanced support from AHP to be able to provide high value care.
Nursing Staff	<ul style="list-style-type: none"> • Increase Enrolled Nurse establishment by 2.46 FTE based on a 20-bed unit and/or transition to new hospital. No changes are proposed to be made to the nursing profile under the current 12 bed structure. 	<ul style="list-style-type: none"> ○ Enhancing the Nursing workforce supports staff working to their disciplines scope of practice and enables essential coverage for night shifts which are currently being completed by AHA. ○ AHA are not suitable to cover night shift due to insufficient tasks within scope of practice.
Allied Health Educator	<ul style="list-style-type: none"> • Repurpose salaries and wages from reduction in FTE to establish an Allied Health Educator position. 	<ul style="list-style-type: none"> ○ To address current risks and gaps of the Mental Health Service relating to strategic oversight for

Role	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
		Allied Health Education. Currently, the Mental Health Service employs Nurse Educators but no Allied Health educators to meet the needs of the approximately 100 FTE Allied Health workforce.

3.3 Organisational Structure – Current State



3.4 Organisational Structure – Proposed Future State



3.5 Impacted Staff

It is proposed that the following position/s will be impacted as part of the restructure pending consultation feedback:

	Current Position Title	Position Number	Current FTE	Proposed FTE	Proposed Impact:
1.	Allied Health Assistant	700477	5.79 FTE currently employed	5.12 FTE	ISLHD MHS maintaining current establishment of 5.79 FTE pending natural attrition.
2.	Allied Health Assistant – Aboriginal or Torres Strait Island Specific	716564	1.0 FTE	1.0FTE	This staff member currently works Monday – Friday day only 8 hr shifts. Proposal for this position to be included in 7-day roster.

3.6 Current and Proposed Position Descriptions (PD)

Current Role Title and Current PD	Revised Role Title and PD
General Support Worker	Allied Health Assistant – Mental Health
N/A	Allied Health Educator – Mental Health
Enrolled Nurse	N/A

3.7 Timetable for Implementation

Action	Date
Validation of scope and consultation Human Resources, with other Districts and Speciality Networks and ISLHD Allied Health Leadership group.	September 2023 – April 2024
Initial meeting with AHA re: Framework requirements	29/09/2023
Regular meetings with Allied Health Team to establish competency framework and scope of practice	13/10/2023, 27/10/2023, 10/11/2023, 24/11/2023
Senior Manager Allied Health attended Subacute Mental Health Unit planning day to provide update	15/01/2024
In principle approval from Mental Health Executive team for the workforce restructure	29/04/2024
Brief to Chief Executive drafted and commenced approval process	17/06/2024
Brief to Chief Executive approved	
Impacted staff advised – AHAs meet with Nurse Unit Manager and Senior Manager Allied Health individually	Week Commencing 14/10/2024
All communication email issued; will include a copy of the Restructure Plan and new Position Description.	Week Commencing 14/10/2024
HSU advised of restructuring proposal for consultation with members.	Week Commencing 14/10/2024
Meet with Nursing, Allied Health and Administration Staff.	Week commencing 21/10/2024
NSWNMA advised of restructuring proposal for consultation with members.	Week commencing 21/10/2024
Meeting with Union and staff (if required).	
Consultation period closes – 2 weeks.	04/11/2024
New structure finalised taking account of feedback – approved by Executive Director via email.	11/11/2024
Team meetings held to advise/inform: <ul style="list-style-type: none"> • Overview of feedback received and reviewed during consultation period. • Outcome. • Next steps. 	Week Commencing 11/11/2024
Trial roster period	25/11/2024 – 16/12/2024
Final organisational charts operational.	12/01/2025

3.8 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.

3.9 Information Sessions for Staff

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

3.10 Possible Effects on EEO Groups

Nil

3.11 Counselling and Vocational Assessment Services for Staff

The impacted employees will be provided with support by the Workforce Support Manager during the restructure process.

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.