

# **Population and Community Health - Sexual Health Blood Borne Virus Services and Community Health Information Management Unit (CHIMU)**

**FINAL STRUCTURE**

July 2024

## Contents

<b>Contents .....</b>	<b>2</b>
<b>1. Introduction.....</b>	<b>4</b>
1.1 Overview .....	4
1.1.1 Sexual Health and Blood Borne Virus Services.....	4
1.1.2 Community Health Information Management Unit (CHIMU).....	5
1.2 Current Organisational Structure .....	5
1.2.1 Population and Community Health Directorate (PaCH).....	6
1.2.2 Sexual Health and Blood Borne Virus Services.....	7
1.2.3 HIV and Related Programs Organisation Chart (HARP) .....	8
1.2.4 Kirketon Road Centre Organisation Chart.....	9
1.2.5 Short Street Centre Organisation Chart.....	10
1.2.6 Sydney Sexual Health Centre Organisation Chart .....	11
1.2.7 The Albion Centre Organisation Chart.....	12
1.2.8 Community Health Information Management Unit (CHIMU).....	13
<b>2. Case for Change .....</b>	<b>14</b>
2.1 Sexual Health and Blood Borne Virus Services (SHBBVs) .....	14
2.1.1 Key Changes to Governance and Organisational Structure.....	15
2.1.2 Director SHBBV position.....	15
2.1.3 HIV and Related Programs (HARP) Unit.....	16
2.1.4 Kirketon Road Centre .....	19
2.1.5 Sydney Sexual Health Centre, Short Street Centre and The Albion Centre.....	20
2.1.6 Statewide and Clinical Support Service.....	29
2.2 Community Health Information Management Unit (CHIMU).....	30
<b>3. Proposed Organisation Structure .....</b>	<b>32</b>
3.1 Proposed Organisational Structure – Sexual Health & Blood Borne Virus Services .....	32
3.1.1 Proposed Organisational Structure – Sexual Health & Blood Borne Virus Services – Deputy Director’s Unit.....	33
3.1.2 Proposed Organisational Structure – Sexual Health & Blood Borne Virus Services – Kirketon Road Centre .....	34
3.1.3 Proposed Organisational Structure – Sexual Health & Blood Borne Virus Services – Sexual Health Services - Sydney Sexual Health Centre, Short Street Centre and The Albion Centre.....	35
3.1.4 Proposed Organisational Structure – Sexual Health & Blood Borne Virus Services – Statewide and Clinical Support Service.....	36
3.2 Proposed Organisational Chart – Community Health Information Management Unit (CHIMU)	37
<b>4. Changes to Positions .....</b>	<b>38</b>
4.1 New Positions .....	38
4.2 Positions Renamed and/or Changed Reporting Line.....	39

4.3 Positions Deleted .....	45
<b>5. The Recruitment and Matching Process .....</b>	<b>48</b>
5.1 Proposed Realignments Matching, and New Positions .....	48
<b>6. Consultation .....</b>	<b>50</b>
6.1 Development of the Proposal.....	50
6.2 Consultation Plan.....	50
<b>7. Employee Assistance Program .....</b>	<b>51</b>
<b>8. Restructure Timeframe.....</b>	<b>52</b>
<b>9. Position Descriptions .....</b>	<b>53</b>
<b>10. Endorsement .....</b>	<b>55</b>
<b>Appendix 1.....</b>	<b>56</b>
<b>Appendix 2.....</b>	<b>57</b>

# 1. Introduction

## 1.1 Overview

The South Eastern Sydney Local Health District (SESLHD) Population and Community Health (PaCH) Directorate was formed in December 2019 following the SESLHD Executive Restructure. The PaCH portfolio provides a range of clinical and population-based services across the lifespan that focus on promoting health and wellbeing, preventing disease and minimising harm.

Over many decades, South Eastern Sydney has built up an excellent reputation for the prevention and treatment of sexually transmissible infections and blood borne viruses. The District's Sexual Health, HIV and other Blood Borne Virus Services and Programs are well-known and trusted well beyond the District itself and provide clinical leadership, innovation and research in the sector.

There are currently five services within Sexual Health and Blood Borne Viruses (SHBBV) involved in the prevention, diagnosis, and treatment of Sexually Transmissible Infections (STIs) and blood borne viruses for the SESLHD population. They are:

- HIV and Related Programs Unit (HARP) including the HIV Outreach Team (HOT)
- Kirketon Road Centre (KRC)
- Short Street Centre (SSC)
- Sydney Sexual Health Centre (SSHC)
- The Albion Centre (ALB)

SESLHD SHBBV services also manage the following statewide services:

- Sexual Health Infolink (SHIL)
- Adahps (an HIV neurocognitive team)
- New South Wales Sexually Transmissible Infections Programs Unit (STIPU) (HR management only)
- Trans and gender diverse adolescent and young adult service

Across these services, care is provided via fixed locations and outreach networks to a client base of approximately 28,000 individuals accounting for around 170,000 occasions of services per year.

There are over 220 highly skilled and diverse staff (approximately 180 FTE) including nursing, medical, allied health, health promotion, administrative and technical staff. It is the largest SHBBV service in Australia.

### 1.1.1 Sexual Health and Blood Borne Virus Services

In January 2021 the position of Director of Sexual Health and Blood Borne Virus Services was established for a 3-year period. This aimed to improve collaboration, coordination and better align related services to meet community needs. It also reduced the number of individual direct reports from these services to the Director, PaCH from five to one.

The proposed restructure of SHBBV services within PaCH aims to further align services to achieve the following:

- Support better integration of like services and functions and reduce duplication
- Increase flexibility of workforce and professional development opportunities
- Allow for models of care to be updated in line with community needs
- Facilitate great geographical equity of access to services
- Improve clinical governance arrangements

- Coordinate research agendas
- Realign budget and resources to meet contemporary needs
- Facilitate the implementation of the SHBBV clinical services plan

### **1.1.2 Community Health Information Management Unit (CHIMU)**

In 2015, the South Eastern Sydney Illawarra Area Health Service (SESIAHS) CHIME Team, which had managed Community Informatics and Reporting for the previous 13 years, was disbanded. SESLHD chose to create the CHIMU with 3 FTE to continue the management of data and reporting for the Community Health sector, including oversight of the Community Health Outpatient Care (CHOC) eMR build.

CHIMU has enabled the maturing of the rollout of eMR to all sites, developed new enhancements, and implemented quality and reporting dashboards in partnership with SESLHD Digital Health, SESLHD Clinical Insights and Analytics, eHealth NSW and Ministry of Health System Information and Analytics Branch.

The formation of PaCH in December 2019 resulted in several data and health informatics positions transferred to PaCH in addition to the CHIMU. CHIMU has, by default, become the hub for the management of eMR for PaCH including oversight of Health Establishment Registration Online (HERO) and several datasets. CHIMU has established connections with informatics staff in various units within PaCH.

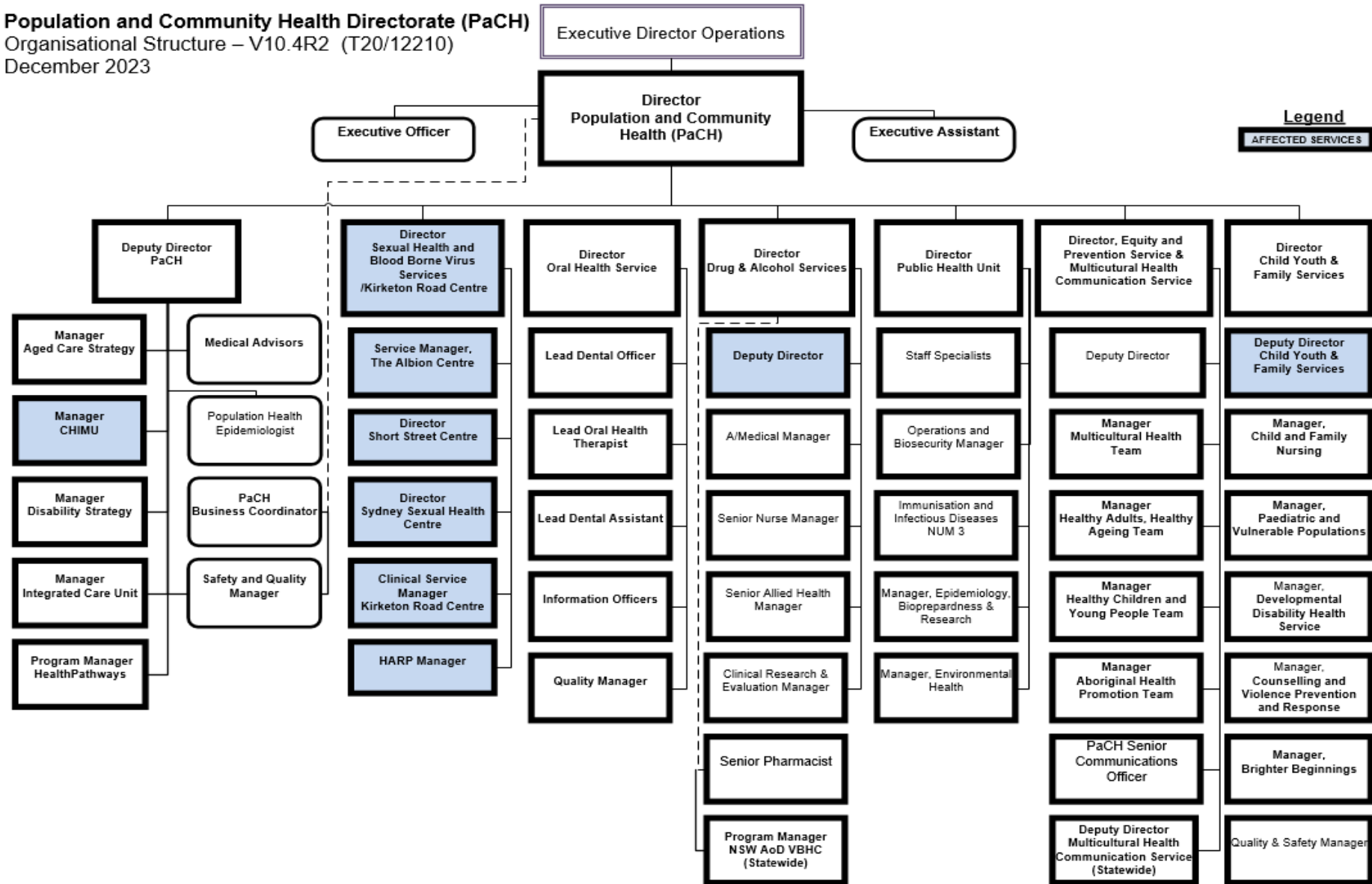
Health Informatics has radically changed over the last eight years with the retirement of many bespoke data systems and the near complete transfer to a single eMR across the district. The ongoing implementation of the Community Health Information Reporting Project (CHIRP) has led to a significant increase in workload to support these datasets to extract to Enterprise Data Warehouse for Analysis Reporting and Decision (EDWARD) and provide a platform to meet Ministry of Health and Local Health District (LHD) Key Performance Indicators.

## **1.2 Current Organisational Structure**

The current organisational structure of the PaCH directorate, and respective services in scope for the proposed restructure and position changes are shown on the following pages.

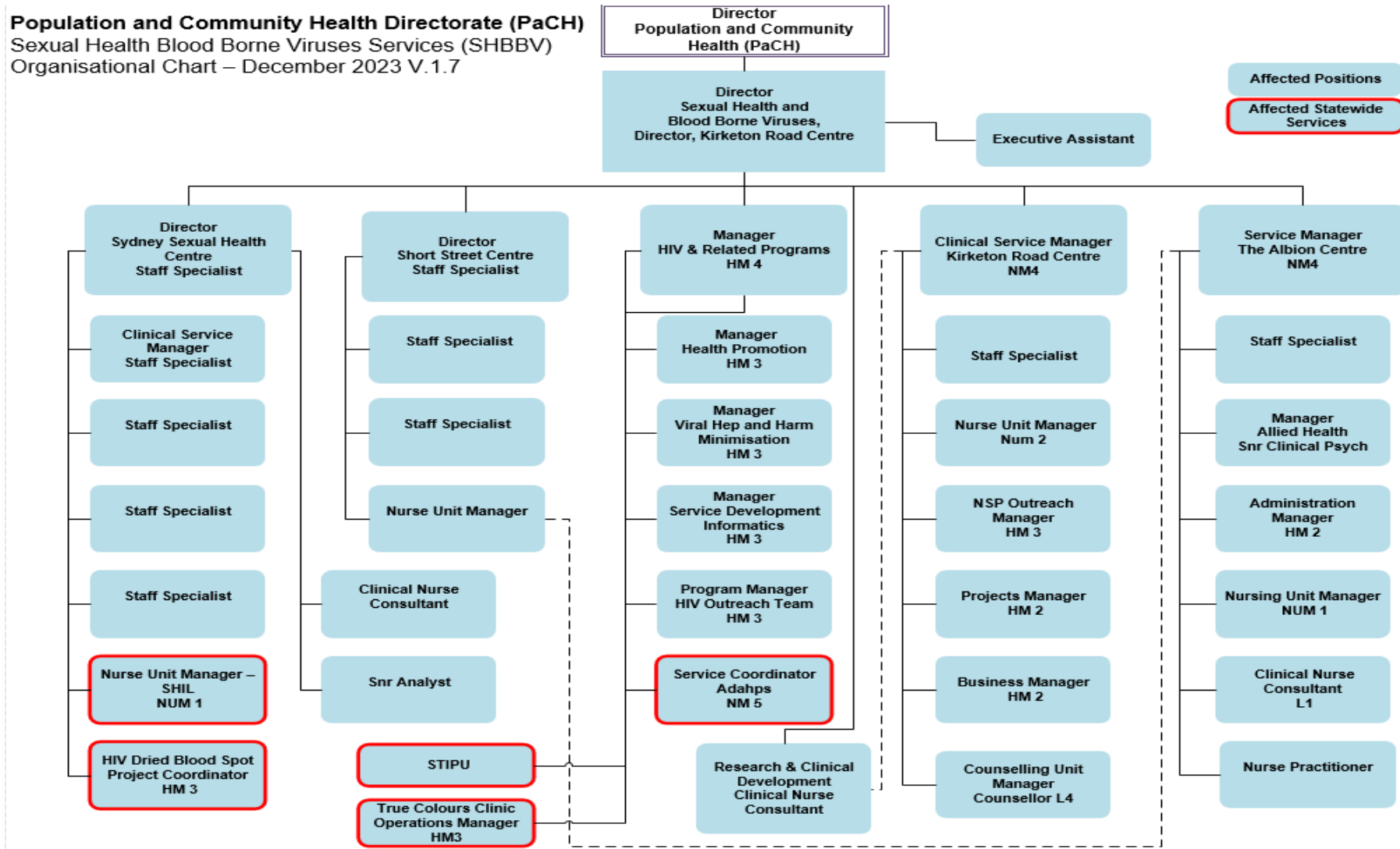
## 1.2.1 Population and Community Health Directorate (PaCH)

**Population and Community Health Directorate (PaCH)**  
Organisational Structure – V10.4R2 (T20/12210)  
December 2023



## 1.2.2 Sexual Health and Blood Borne Virus Services

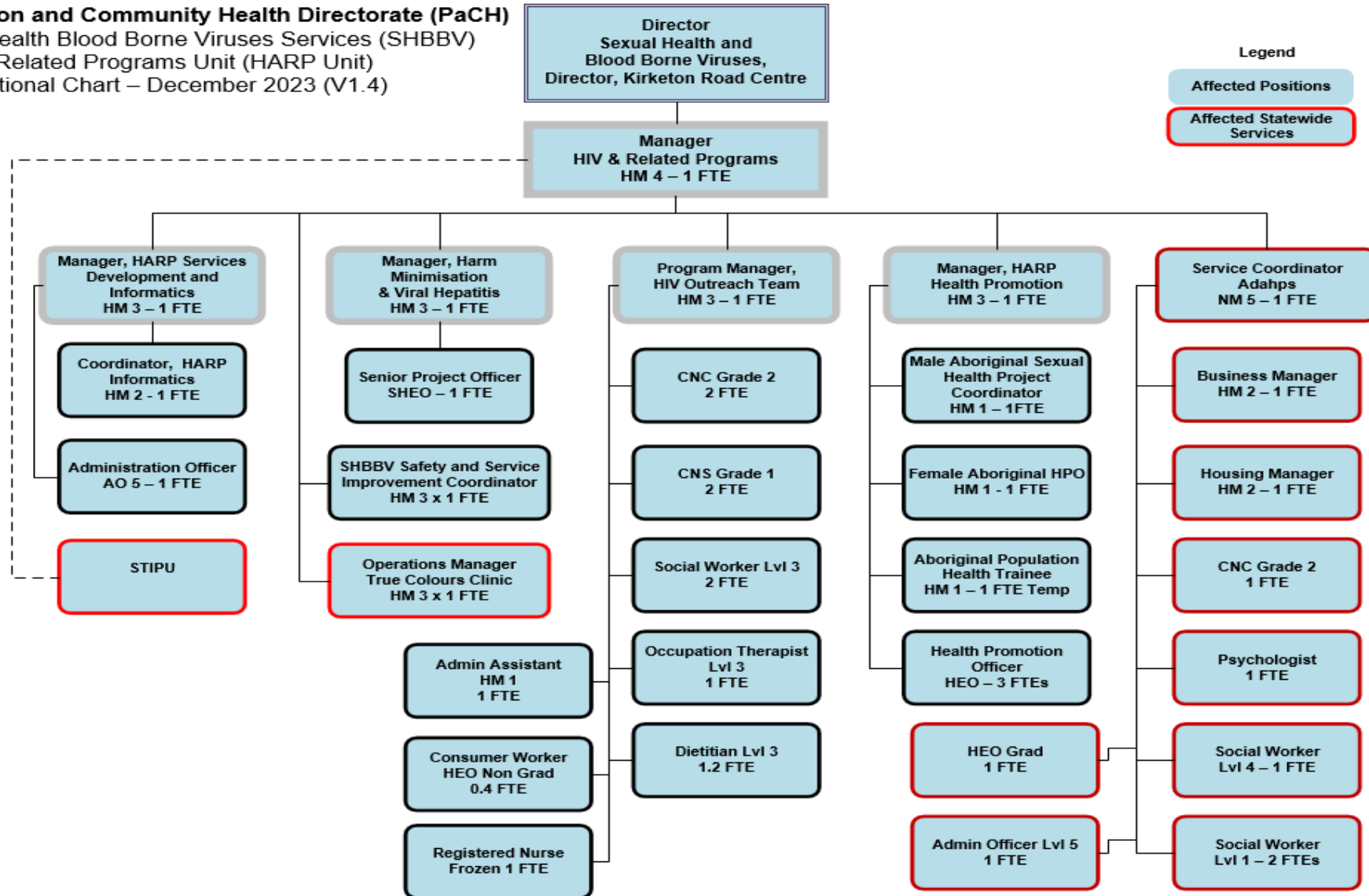
**Population and Community Health Directorate (PaCH)**  
Sexual Health Blood Borne Viruses Services (SHBBV)  
Organisational Chart – December 2023 V.1.7



This org chart only reflects the direct reports to the Director SHBBV and their direct reports and is not a complete list of the affected positions in this restructure.

### 1.2.3 HIV and Related Programs Organisation Chart (HARP)

Population and Community Health Directorate (PaCH)  
Sexual Health Blood Borne Viruses Services (SHBBV)  
HIV and Related Programs Unit (HARP Unit)  
Organisational Chart – December 2023 (V1.4)

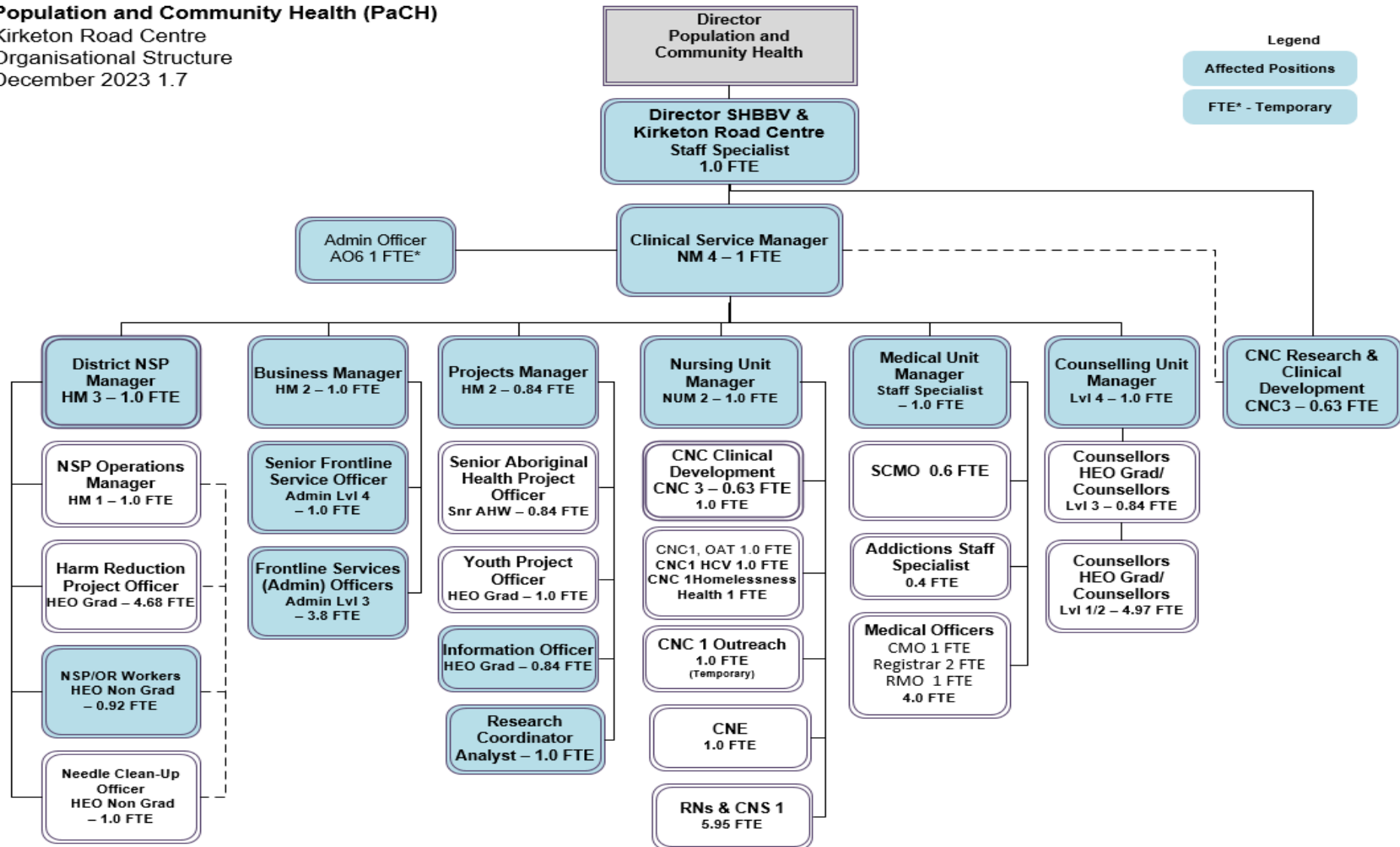




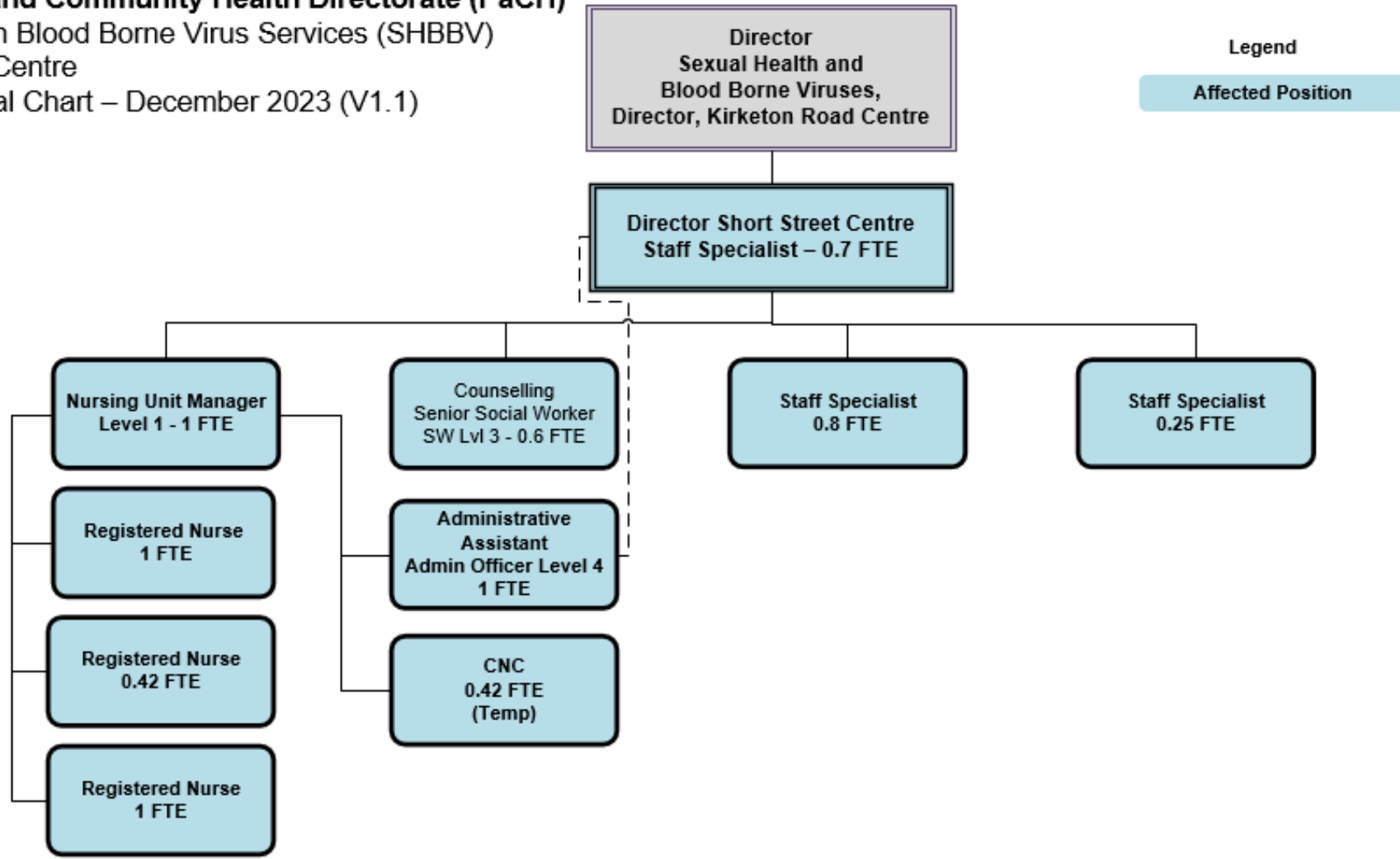
## 1.2.4 Kirketon Road Centre Organisation Chart

### Population and Community Health (PaCH)

Kirketon Road Centre  
Organisational Structure  
December 2023 1.7

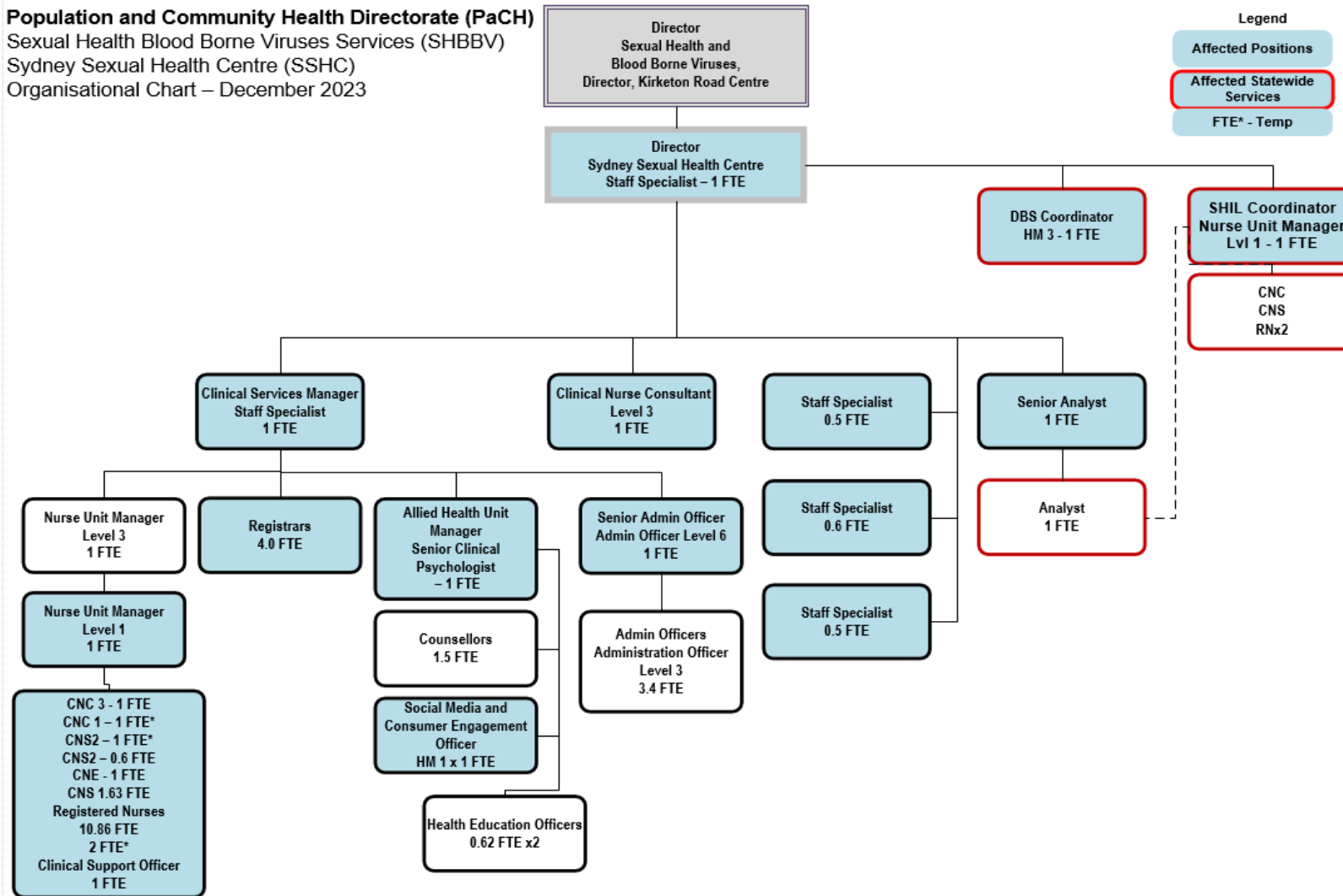


**1.2.5 Short Street Centre Organisation Chart**  
**Population and Community Health Directorate (PaCH)**  
 Sexual Health Blood Borne Virus Services (SHBBV)  
 Short Street Centre  
 Organisational Chart – December 2023 (V1.1)



### 1.2.6 Sydney Sexual Health Centre Organisation Chart

**Population and Community Health Directorate (PaCH)**  
Sexual Health Blood Borne Viruses Services (SHBBV)  
Sydney Sexual Health Centre (SSHC)  
Organisational Chart – December 2023



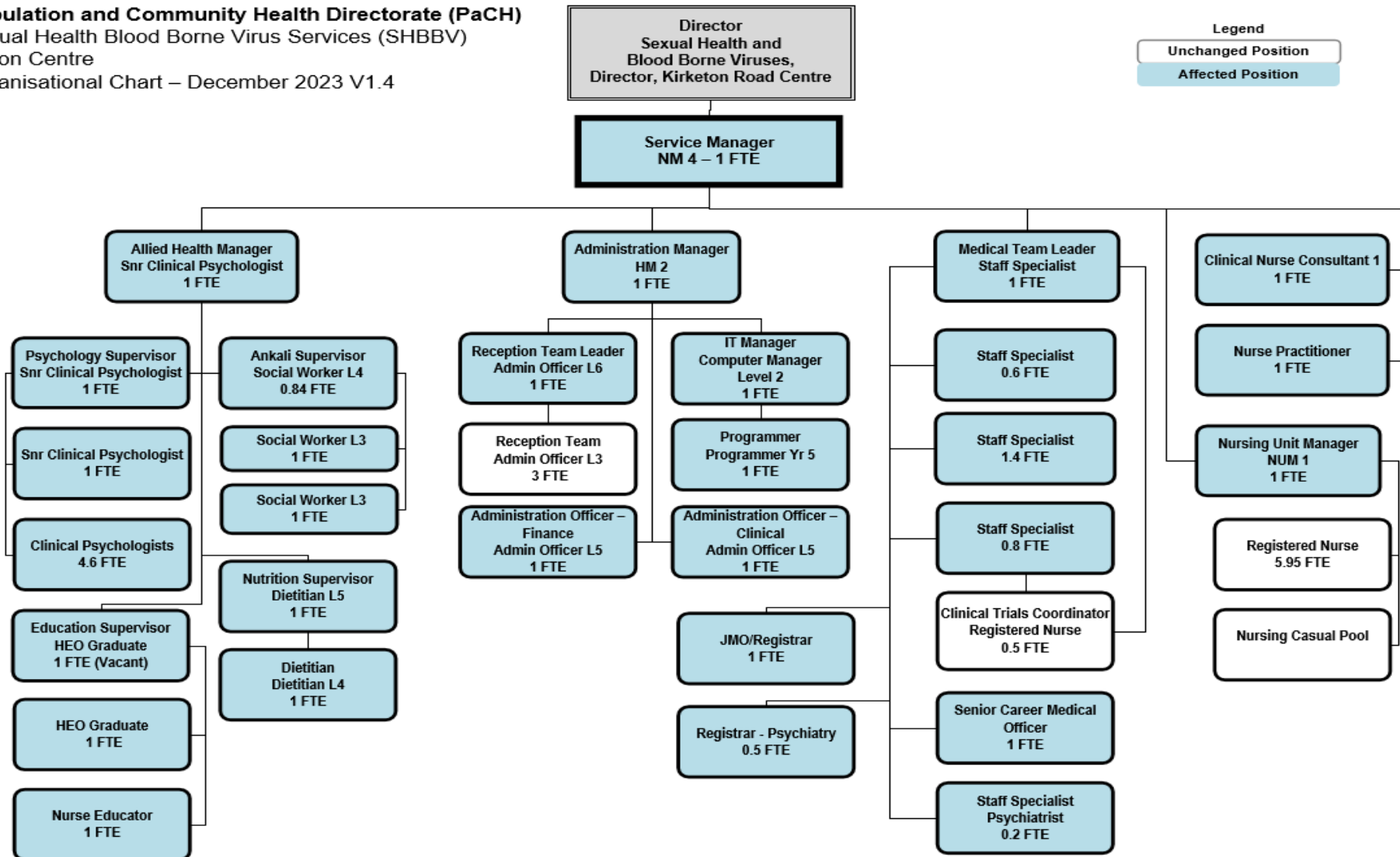
## 1.2.7 The Albion Centre Organisation Chart

**Population and Community Health Directorate (PaCH)**  
Sexual Health Blood Borne Virus Services (SHBBV)  
Albion Centre  
Organisational Chart – December 2023 V1.4

Legend

Unchanged Position

Affected Position

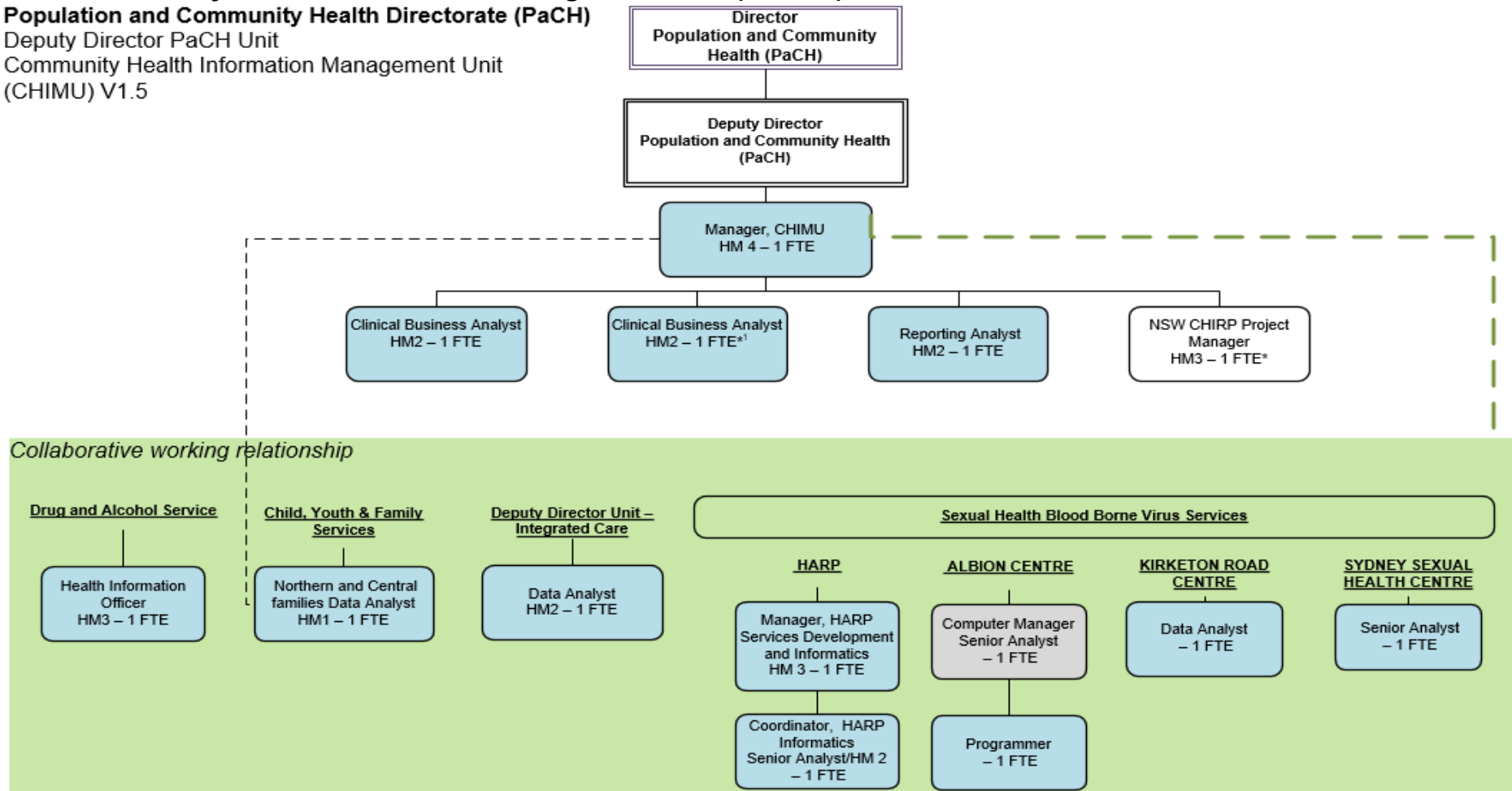


## 1.2.8 Community Health Information Management Unit (CHIMU)

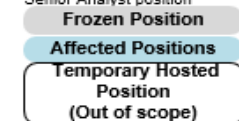
### Population and Community Health Directorate (PaCH)

Deputy Director PaCH Unit

Community Health Information Management Unit  
(CHIMU) V1.5



\*1: Funded by Albion Centre  
Senior Analyst position



## 2. Case for Change

### 2.1 Sexual Health and Blood Borne Virus Services (SHBBVs)

The prevention, diagnosis and treatment of sexually transmitted infections and blood borne viruses is a key area of focus for SESLHD as the demographics of our District's population includes many at risk groups such as gay and bisexual men, sex workers and people who inject drugs. SESLHD has an important role to play in achieving state-wide and national targets to reduce the burden of sexually transmitted infections and blood borne viruses in the community especially among priority populations including Aboriginal people and Culturally and Linguistically Diverse (CALD) communities. SESLHD also plays an important role in providing much needed access to trans and gender diverse health care for adults and young people.

The appointment of the Director, Sexual Health and Blood Borne Viruses in January 2021 aimed to facilitate a more cohesive approach to SHBBV service delivery. A review of clinical services and future community needs was undertaken in 2022 and informed the development of a 10-year clinical services plan. This process involved broad engagement with SHBBV staff including through forums, surveys, partner and consumer meetings and individual consultations. It was evident in this review that overlap of service models and functions exists, and that there is an opportunity to better align to meet SESLHD goals of safe, high quality and equitable person-centred care.

The drivers for change in the clinical services plan include:

- Increased demand due to population growth across the LHD
- Challenges in service navigation and integration
- Need to focus on prevention and late diagnosis
- Requirement to address inequities of access for priority groups
- Enhanced technology

The clinical services plan has the following priorities which will be supported by this restructure:

- Collaborate and partner to deliver seamlessly integrated services across the continuum of care
- Continue to reduce the prevalence and transmission of STIs and BBVs, with a focus on priority populations
- Deliver person-centred safe, evidence-based care, augmented through technology
- Further establish the SESLHD SHBBV service as a leader and Centre of Excellence across the state

In addition to the clinical services plan, an external review was also undertaken in 2023 of three teams providing HIV-related psychosocial care to better understand the work of these teams, contemporary challenges and guide future service development. This review was conducted by John Leary Consulting and involved interviews with staff, consumers and external stakeholders as well as staff surveys.

The changes to SHBBV organisational governance, structure and positions outlined in this document are considered necessary to achieve the priorities set out in the clinical services plan including through adopting recommendations from the external review.

## 2.1.1 Key Changes to Governance and Organisational Structure

Creation of:

- **SHBBV Executive Team** - This team will consist of the Director, Deputy Director, Service Managers, Administration and Business Manager, SHBBV Quality and Safety Improvement Coordinator. This team will also include Medical (Head of Medical Services, Sexual Health and Head of Medical Services KRC), Nursing (Senior Nurse Manager) and Allied Health leads. In addition, the Manager of CHIMU or delegate will engage closely with the Executive Team regarding SHBBV health informatics and reporting. The purpose of this team is to be the peak decision making and reporting entity within SHBBV and to ensure that operations are efficient, safe, aligned and evaluated across services.
- **SHBBV Statewide and Clinical Support Service** - The value of this proposed new Service was highlighted by the John Leary review. The aim of the Service is to provide district-wide access to, and a singular intake process for case management and allied health support for people living with HIV and associated populations. It brings together services offering state-wide or quasi-state-wide models of care such as Adahps, the HIV Outreach Team (HOT), Ankali program and the Albion Centre psychology and nutrition teams.

Gathering these services under one tiered service model has benefits in providing coordinated support tailored to patient need and reducing service overlap. The other statewide services managed by SESLHD, namely STIPU, SHIL and the new statewide Trans and Gender Diverse Youth Service will also form part of this Service. Bringing all statewide services hosted by SESLHD under a single operational manager will have benefits in better coordinating and delivering upon our statewide responsibilities.

- **Operational alignment of Sydney Sexual Health Centre, Short St Centre and the Albion Centre under one Service Manager and consolidated Medical and Nursing units** to allow a district wide, consistent approach to client care. These services are all dedicated to activity in the HIV and sexual health speciality through tertiary community care models and will provide district wide expertise. Given the different scope of work at KRC that includes primary care and drug treatment services, medical and nursing staff will remain separate, however staff exchange and learning opportunities will be promoted across services.
- **Direct and indirect line management:** The organisational charts of the final structure feature solid black lines to indicate direct line management, which includes rostering, leave management, day to day operational management, and delivery and performance of the role. Where relevant connections are required between staff other than direct line management, we have used “dotted lines”. These lines indicate that the position receives support and advice from another manager. This may be to ensure that practice is consistent district wide or may indicate a professional reporting line to support professional development and specialty advice.

A high-level representation of the overall structure and associated naming conventions can be found at appendix 1.

## 2.1.2 Director SHBBV position

The Director SHBBVs position will be increased to 1 FTE to meet the strategic and operational needs of an integrated district wide SHBBV service. This brings the position into line with other Director roles in PaCH which are all 1 FTE. The Director position will spend time at different physical locations across the district as required. This position will retain a modest clinical commitment (e.g. 2 clinical sessions per week), and this can be spread across different locations to

maximise understanding of different work environments. The Director SHBBV position will have a 3 year term.

### 2.1.3 HIV and Related Programs (HARP) Unit

The HARP Unit's central role has been to support the co-ordination and integration of HIV, sexual health and viral hepatitis local and statewide services and programs across SESLHD.

The HARP Unit additionally currently oversees two clinical programs: HOT and Adahps, a statewide service. HOT and Adahps both involve complex case management for HIV positive clients, including those with neurological issues. Each program has its own portfolio and work collaboratively.

In this restructure, it is proposed that the name 'HARP' is not continued. Instead, the **HARP Manager** Health Manager Level 4 (HM4) position is renamed Deputy Director, SHBBV (HM4) and the Unit will be named Deputy Director's Unit. This is to reflect a broader operational remit of the team.

The Deputy Director, SHBBV will work closely with and report to the Director SHBBV. The Deputy Director will also work with the Service Managers to facilitate and support service development. This position expands to include SHBBV-wide responsibility for business functions, quality and safety, Aboriginal programs, education and strategic projects.

It is proposed in this restructure that HOT, Adahps and the new statewide service for Trans and Gender Diverse Young People no longer sit in this Unit, but instead form part of a newly created *Statewide and Clinical Support Service*. The **Service Coordinator**, Adahps Nurse Manager Grade 5 (NM5) will be renamed Service Manager, Statewide and Clinical Support Service, and this position will be multi-graded (NM5/AH7/SnrClinPsych/HM4).

**The Service Manager** (HM3) HIV Outreach Team position will be renamed Manager, Clinical Outreach and will have responsibility for the operations of both HOT and Adahps, who will operate as a single team with both a local and a statewide component. This position will also be multi-graded (HM3/AH5/NM3).

In the proposed new structure, a new Projects Manager (HM3) replaces the **Manager, HARP Health Promotion** (HM3) and **Manager Harm Minimisation and Viral Hepatitis** (HM3) positions which will be deleted. A new position will be created to work with, and report to the Projects Manager called Education and Community Engagement Manager (HM2). The Projects Manager will lead their project teams, education and community engagement staff to work across SESLHD in the development, implementation, coordination and evaluation of SHBBV programs. The rationale for this change is to remove the disease specific (e.g. hepatitis) or skills-specific (e.g. health promotion) delineation of roles, permitting all members of the programs team to work across all areas of SHBBV priorities and respond to emerging issues without being siloed into a particular area of disease focus.

The **Manager, HARP Services Development and Informatics** (HM3) role, renamed as Manager Data Quality, Governance and Reporting, will be moved to the CHIMU with a new reporting line to the Manager, CHIMU. This move is in consideration of the increasing alignment between SHBBV services and all other community health services as SHBBV services transition to eMR. This position will continue to support the development of SHBBV health information systems and integration with broader community health, under the governance of CHIMU. The role will be responsible for; reporting compliance to funding bodies, providing a consistent framework for all



Data Analysts, ensuring development of visualisation platforms, appropriate and timely reports as required by PaCH and the LHD as well as a framework to ensure data integrity of eMR, HERO and EDW Metadata elements. The role will attend PaCH, CYF, SHBBV and D&A Exec meetings as appropriate to set workplan and directions on priorities for each sector pertaining to data management and reporting.

The **Coordinator, HARP Informatics** role, renamed Community Health Informatics Analyst (HM2) reporting to this position will also transfer to CHIMU, with ongoing responsibilities for SHBBV data management, reporting, and maintenance of SHBBV legacy eMR and data systems.

A new position **Manager, Aboriginal Sexual Health Programs (HM3)** position will be created to take responsibility for the planning, delivery, coordination and evaluation of programs focussed on Aboriginal communities, clients and stakeholders. This position will report directly to the Deputy Director (HM4) position. The purpose of this role is to provide greater focus on Aboriginal sexual health, career advancement opportunities for Aboriginal staff, and a greater capacity to work with other parts of SHBBV services and PaCH more broadly. This position will manage the existing **HM1 Aboriginal Male Sexual Health Coordinator position**, which will be renamed Project Coordinator, Aboriginal Sexual Health Programs and will no longer be gender specific. The HM3 position will also manage the Aboriginal Population Health Training Initiative positions (APHTI). The vacant 0.8 FTE Female Aboriginal Sexual Health Coordinator position will be deleted. The KRC Senior Aboriginal Project Officer position will have a dotted reporting line to the Manager, Aboriginal Sexual Health Programs.

A new **Administration and Business Manager SHBBV (HM3)** role will be responsible for a range of financial and facility support and administrative services to ensure the consistent, efficient, and effective delivery of business functions across SHBBV services. The Administration and Business Manager will be responsible for administration and facility issues across SHBBV and will provide upskilling and training support for SHBBV administration staff and facilitation of planned and unplanned leave relief.

This HM3 role will work also closely with the PaCH Business Coordinator as the key point of liaison for SHBBV around financial planning, forecasting and budget management. The role will also support the most senior Admin officers at the local centre (dotted reporting line), advise around training, communicate about works planned, support standardisation of process between the various admin teams, and develop opportunities for acting-up and professional development within this part of the team.

The role of **Administration Assistant (HM1) in HOT** will be renamed as Administration and Business Coordinator (HM1) and will report to the new HM3 Manager within the Deputy Director's Unit.

**Three Administration Officer Level 5 (AO5)** roles will also report to the HM3 Manager. These roles will be drawn from the **Albion Centre** (change of reporting line for existing 2 x AO5 roles) and the current **HARP Unit** (change of reporting line for existing AO5 role). One AO5 position will be allocated as the key person for each of the 3 clinical services. These positions will however work as one team and cross cover each other during periods of absence.

A summary of the role of Administration and Business team can be found at appendix 2.

The current **Administrative Officer Level 5 role in Adahps** will support administration in the new Statewide and Clinical Support Service.

With the consolidation of administration and business functions under the Administration and Business Manager SHBBV (HM3) as described above, the **Adahps Business Manager** (HM 2) position will be deleted.

Implications for other administrative positions in SHBBV are described in the respective service sections below.

**Summary of changes to the current HARP Unit including HOT and Adahps:**

Change	Roles affected
<b>Rename</b>	HARP Manager, HM4 (1 FTE) to Deputy Director, SHBBV, HM4 (1 FTE)
<b>Delete</b>	Manager, Harm Minimisation & Viral Hepatitis, HM3 (1 FTE)
<b>Delete</b>	Manager, HARP Health Promotion, HM3 (1 FTE)
<b>Delete</b>	Adahps Business Manager, HM2 (1 FTE)
<b>Delete</b>	Female Aboriginal Sexual Health Coordinator, HM1 (0.8 FTE)
<b>Create</b>	Projects Manager, HM3 (1 FTE)
<b>Create</b>	Administration and Business Manager, SHBBV, HM3 (1 FTE)
<b>Create</b>	Education and Community Engagement Manager, HM2 (1 FTE)
<b>Create</b>	Manager, Aboriginal Sexual Health Programs (HM3, 1 FTE)
<b>Change of reporting line and rename</b>	Service Coordinator, Adahps NM5 (1 FTE) to Service Manager Statewide and Clinical Support Service (NM5/AH7/SnrClinPsych/HM4) (1 FTE) reporting to Director SHBBV
<b>Change of reporting line and rename</b>	Service Manager, HIV Outreach Team, HM3 (1 FTE) to Manager, Clinical Outreach, HM3/AH5/NM3 (1 FTE) reporting to Service Manager, Statewide and Clinical Support Service
<b>Change of reporting line and rename</b>	Manager, HARP Services Development and Informatics, HM3 (1 FTE) renamed Manager Data Quality, Governance and Reporting and will report to Manager, CHIMU.
<b>Change of reporting line and rename</b>	Coordinator, HARP Informatics, HM2 (1 FTE) will be renamed Community Health Informatics Analyst and will report to Manager Data Quality, Governance and Reporting position will also transition to CHIMU. Refer to Section 2.2 for details
<b>Change of reporting line and rename</b>	Administrative Assistant, HOT, HM1 (1 FTE) to Administration and Business Coordinator, HM1 (1 FTE) reporting to the Administration and Business Manager, SHBBV, HM3
<b>Change of reporting line and rename</b>	Administration Officer, HARP AO5 (1 FTE) to SHBBV Administration Officer AO5 (1 FTE) reporting to the Administration and Business Manager, SHBBV, HM3
<b>Change of reporting line and rename</b>	Male Aboriginal Sexual Health Coordinator (HM1) to Project Coordinator, Aboriginal Sexual Health Programs (HM1) reporting to Manager, Aboriginal Sexual Health Programs, HM3
<b>Change of reporting line</b>	True Colours Operations Manager, HM3 (1 FTE) will report to the Service Manager, Statewide and Clinical Support Service
<b>Change of reporting line</b>	Adahps staff (Neuropsychologist, Housing Manager, CNC, HEOG and Social Workers) will report to the Manager, Clinical Outreach (HM3/AH5/NM3).  Adahps Administration Officer AO5 will report to the Service Manager, Statewide and Clinical Support Service.

Change	Roles affected
<b>Change of reporting line</b>	<p>The HOT dietitian Level 3 positions will move to join the other Dietitians in Statewide and Clinical Support Service and will report to the Level 4/5 dietitian in this team.</p> <p>HOT staff (CNC2, CNS1, RN, Social Worker, Occupational Therapist, Consumer Worker HEO) will move to the Statewide and Clinical Support Service reporting to the Manager, Clinical Outreach (HM3/AH5/NM3)</p>
<b>Change of reporting line</b>	<p>The Health Education Officers (HEO) and Senior Health Education Officer (SHEO) in the current HARP team will report to the newly created Projects Manager HM3 position.</p> <p>The temporary Aboriginal Population Health Training Initiative (APHTI) positions will report to the Manager, Aboriginal Sexual HM3.</p>

### 2.1.4 Kirketon Road Centre

Kirketon Road Centre (KRC) is a walk-in, targeted primary health care service located in Kings Cross which has been operating since 1987. Care is provided for Sexually Transmissible Infections (STIs), HIV and hepatitis, but within a primary health care framework inclusive of drug and alcohol, harm reduction, mental health and social welfare support.

KRC also provides a primary Needle and Syringe Program satellite service in Caringbah called KRC South. The KRC team service marginalised groups at risk of STIs and BBVs including: young people, sex workers, Aboriginal people, people who inject drugs, LGBTIQ+ communities and people experiencing homelessness.

KRC comprises of medical, nursing, health education, technical, counselling and administrative staff with approximately 47 FTE.

Given the different model of care and range of skills sets required (including addiction, mental health and primary health care), KRC will not merge with the other three services, and will focus on provision of a primary care model to marginalized and vulnerable populations across the LHD, as identified in the clinical services plan.

As a 1 FTE Director, SHBBV position will be created, the **Director, KRC** position (medical) will be deleted, noting the Staff Specialist component of the role (1 FTE) will be ongoing. Existing Medical Lead arrangements will remain in place for a KRC Staff Specialist renamed as Head of Medical Services attracting a Level 1 Managerial Allowance.

The **Clinical Service Manager** (NM4) will also be deleted and a new position, Service Manager (NM5/AH7/SnrClinPsych/HM4) will be created. This will be the most senior management position of KRC.

With the consolidation of administration and business functions under the Deputy Director, it is proposed that the position of **KRC Business Manager** (HM2) be deleted and an Administration and Office Manager HM1 position be created. This position will report to the Service Manager and have a dotted line to the SHBBV Administration and Business Manager HM3.

The administration staff in KRC will report to the Administration and Office Manager HM1. The Administration and Office Manager will support facility management for 3 locations, manage the outreach fleet, participate in the management of clinic flow and the direct management of reactive

clients. The position will also supervise and coordinate the administration team across a 7-day shift roster.

**Projects Manager** is renamed to Projects and Consumer Program Manager HM2 (0.84 FTE) to better reflect the duties of this role, reporting to the Service Manager.

The vacant **Health Education Officer** position (0.42 FTE) with the Needle Syringe Program is deleted. Service needs can be satisfactorily met utilising casual staff.

The **Information Officer** (HEOG) is proposed to be transferred to the Deputy Director's Unit reporting to the Education and Community Engagement Manager HM2. This intends to ensure resource development that is SHBBV-wide rather than KRC focussed.

Change	Roles affected
<b>Delete</b>	Director, Kirketon Road Centre (Staff Specialist position continues without attached Directorship)
<b>Delete</b>	Clinical Service Manager, NM4 (1 FTE)
<b>Delete</b>	Business Manager, HM2 (1 FTE)
<b>Delete</b>	Needle and Syringe Program, Health Education Officer (0.42 FTE)
<b>Create</b>	Service Manager, Multidisciplinary, NM5/AH7/SnrClinPsych/HM4 (1 FTE)
<b>Create</b>	Administration and Office Manager, HM1 (1 FTE) reporting to the Service Manager
<b>Rename and reporting line change</b>	Projects Manager to Projects and Consumer Program Manager HM2 (0.84 FTE), reporting to the Service Manager
<b>Rename and reporting line change</b>	Information Officer KRC, HEOG (0.8 FTE) to SHBBV Information Officer HEOG (0.8 FTE), in the Deputy Director's Unit, reporting to the Education and Community Engagement Manager
<b>Reporting line change</b>	Administration Officers will report to Administration and Office Manager (HM1)
<b>Reporting line change</b>	District NSP Manager, HM3 (1 FTE), NUM2 (1 FTE), Medical Unit Manager (renamed Head of Medical Services), Counselling Unit Manager Level 4 (1 FTE), CNC Clinical Development CNC3 (1.26 FTE) will now report to the new Service Manager
<b>Reporting line change</b>	Staff specialist (1 FTE), reporting to Head of Medical Services, KRC
<b>Reporting line change</b>	Research Coordinator, Analyst (1 FTE), Senior Aboriginal Health Worker and Youth Project Officer will now report to the Projects and Consumer Program Manager
<b>Rename and reporting line change</b>	Medical Unit Manager to be renamed Head of Medical Services, KRC and will now report to the newly created Service Manager

## 2.1.5 Sydney Sexual Health Centre, Short Street Centre and The Albion Centre

### Sydney Sexual Health Centre

Sydney Sexual Health Centre (SSHC) is the oldest and largest Sexual Health service in NSW. It has operated out of Sydney Hospital since 1933.

The centre provides testing, treatment and management of STIs and HIV to priority groups particularly people living with HIV, gay and bisexual men, and culturally and linguistically diverse sex workers.

The SSHC team comprises of specialist sexual health doctors, nurses, allied health (counsellors) health promotion officers, researchers and administration staff, accounting for approximately 43 FTE.

The SSHC hosts the NSW Sexual Health Infolink service (SHIL); a state-wide information and referral phone line that provides sexual health information and referral; and the state-wide Dried Blood Spot (DBS) HIV Testing project, to improve access to HIV testing for people at risk.

### **Short Street Centre**

Short Street Centre (SSC) located on the St George Hospital campus provides a general sexual health service for those with or at risk of STIs and HIV. SSC services the southern local government areas within SESLHD. The SSC is a smaller service with approximately 6 FTE comprising specialist sexual health doctors, nursing, allied health (social work) and administration staff.

### **The Albion Centre**

The Albion Centre, located in Surry Hills and operating since 1985, is focused on the health and wellbeing of people affected by HIV. Similar to SSHC, the Albion Centre also provides testing and treatment to high-risk populations with STIs and HIV. In addition, the Albion Centre also runs the t150 clinic –a dedicated clinic for trans and gender diverse adults.

The Albion Centre comprises medical officers, nursing and allied health staff (psychology, social work and dietetics) accounting for approximately 38 FTE. The Albion Centre currently has four staff specialists and one senior career medical officer.

Whilst under the umbrella of SHBBV in SESLHD and reporting to the Director, SHBBV, Short Street Centre, Sydney Sexual Health Centre and the Albion Centre operate largely independently of each other. All services effectively provide the same aspects of HIV and STI care, albeit in different models.

It is proposed in this restructure that the three Services become more closely operationally aligned while preserving their facility names and associated legacy.

It is envisaged that greater operational alignment across the three services will;

- improve governance
- reduce unwarranted clinical variation
- reduce duplication of effort
- increase capacity to meet consumer needs, especially in the southern area of SESLHD
- provide greater flexibility in workforce planning and ability to cover unplanned leave
- increase opportunities for staff in terms of professional development and ability to work in different locations in the district.

The existing services have a strong community reputation delivering different models of care as appropriate to their target populations. It is therefore intended that these different service offerings to community be maintained, and that the cohesive nature and multidisciplinary team processes in these individual services is also maintained.

It is proposed the three Services come together under one Manager, a newly created role, Service Manager, Sexual Health Services (NM5/AH7/SnrClinPsych/HM4), consistent with the proposed senior manager position at KRC.

This proposed arrangement of passing primary managerial and operational responsibilities to a non-medical role has expected benefits of;

- enabling senior medical staff to focus on medical leadership, clinical service provision, training and education, research, and medical workforce planning
- Creating career progression and leadership opportunities for nursing, allied health and other disciplines within the sector

The proposed name of the new team within SHBBV is Sexual Health Services. The three centres within this team are to retain their current names. In relevant communications, centre names will appear with the suffix 'Sexual Health and Blood Borne Virus Services'.

### **Medical staff**

The current SSHC and SSC Director positions are proposed to be deleted, though the Staff Specialist component of these roles will be ongoing. A new position, Head of Medical Services, Sexual Health Services will be created and report to the new Service Manager, Sexual Health Services (NM5/AH7/SnrClinPsych/HM4).

The Head of Medical Services will be responsible for the medical practice, governance and service innovation within the SHS, including line management of staff specialists, CMOs and operational line management of JMOs, support of clinical site leads, rostering of medical unit.

This replaces current arrangements where medical lead functions are carried out separately at each service.

This restructure proposes a redistribution of medical officer FTE to enable service provision in line with contemporary needs, optimise the medical expertise in SHBBV, and to enable appropriate education, training and upskilling opportunities for clinicians. Changes for medical staff are:

- Reduction of 0.6 FTE Staff Specialist (from 4FTE to 3.4FTE) and 1 FTE Senior Career Medical Officer at the Albion Centre.
- Addition of 1 FTE Registrar at the Albion Centre

These proposed changes are prompted by several factors including the changed nature of HIV care where many clients do not require exclusive clinical management by a senior specialist, and a greater proportion of client management could be performed by junior medical doctors, or by nurses. The Albion Centre currently has 5 FTE Staff Specialists/Career Medical Officer (CMO) and only 1 FTE junior medical officer. This medical staffing profile is inconsistent with other services.

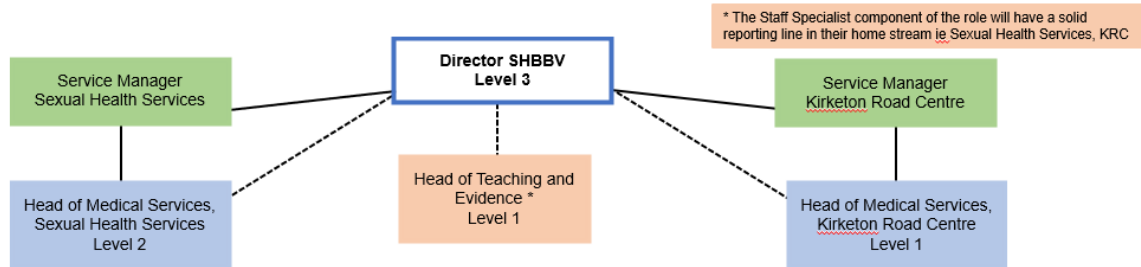
A reduction in Staff Specialist FTE at the Albion Centre will be offset by Staff Specialists from other sites conducting regular HIV clinics at the Albion Centre.

A further change for medical staff involves a realignment of managerial responsibilities and associated managerial allowances. These are summarised in the table below. Of note, a Head of Teaching and Evidence will be created. This role would be appointed on a 3 yearly basis, open to all Staff Specialists in SHBBV. There is no FTE attached to the role though it will attract a Level 1 managerial allowance.

In addition, a number of 'lead' roles will be available to medical staff which are consistent with duties expected of a Staff Specialist as per the Award and would not attract a managerial allowance.

- A Clinical Site Lead for each of SSHC, the Albion Centre and Short St Centre
- A Clinical Content Lead for HIV, Sexual and Reproductive Health, Transgender Health, Hepatitis and Alcohol and Other Drugs

**Medical hierarchy and leadership roles:**



Position	Detail	Responsibility	Allowance
SHBBV Director	Overall strategic, governance and operational leadership for all of SHBBVs	Medical dotted line management of Heads of Medical Services and Head of Teaching and Evidence	Level 3
Head of Medical Services, SHS	Overall medical accountability for sexual health service	Medical practice, governance and service innovation within the SHS. Line management of staff specialists and CMOs and operational line management of JMOs, support of clinical site leads, rostering of medical unit	Level 2
Head of Medical Services, KRC	Overall medical accountability for primary health/KRC service	Medical practice, governance and service innovation within the KRC. Line management of staff specialists and CMOs and operational line management of JMOs, rostering of medical unit	Level 1
Head of Teaching and Evidence	Development of cross service research and teaching agenda - open to all SHBBV staff specialists	Lead teaching and training of all sexual health registrars (AT or non-AT) Coordinate and support research and evaluation internally and with partners working with research staff within SHBBV service	Level 1
Clinical site leads	One each for SSHC, SSC, Albion sites	Be the lead for local clinical matters, on-site clinical decision making, and support clinical implementation of SHBBV activities	nil
Clinical content leads	HIV, Sex Health., Trans Health, Hepatitis, AOD - open to all SHBBV staff specialists & Nurse Practitioner	Be the lead for specific content areas within SHBBV to advise the executive team as required and support services around practice change and QI activities as relevant.	nil

**Summary of Managerial Allowance Changes**

Current Position	Changed Position	Current managerial allowance	Proposed managerial allowance
Director Sexual Health and Blood Borne Virus Services	Increased to 1 FTE	Level 3	Level 3
Director Sydney Sexual Health Centre <i>Deleted and incumbent matched to new position</i>	Created Head of Medical Services, Sexual Health Services	Level 2	Level 2
Director Kirketon Road Centre <i>Deleted</i>	Staff Specialist role ongoing	Level 1	Nil
Head of Medical Services, Kirketon Road Centre	No change	Level 1	Level 1
Director Short Street Centre <i>Deleted</i>	Staff Specialist role ongoing	Level 1	Nil

The Albion Centre Medical Lead <i>Deleted</i>	Staff Specialist role ongoing	Level 1	Nil
N/A	New Head of Teaching and Evidence*	N/A	Level 1

*\*This opportunity will be open to all Staff Specialists with SHBBV*

### **Nursing staff**

In the proposed restructure, there will be a new position of Senior Nurse Manager, Sexual Health Services (NM4) which will be created by altering the responsibilities of and renaming the existing NM4 position at the Albion Centre. This new position will report to the Service Manager, Sexual Health Services. This NM4 position will be responsible for promoting, developing and supporting nursing practices within the Sexual Health Services. Senior Nurses outside of Sexual Health Services will have a dotted professional line in to this position. The Senior Nurse Manager will be the peak nursing position for SHBBV services in engaging with PaCH and District Nursing.

The NUM1 position at SSHC will continue to report to the NUM3, and the NUM1 at Albion Centre and SSC are retained. The NUM3 at SSHC, and the NUM1s at Albion Centre and SSC will report to the new NM4 Senior Nurse Manager position. In addition, a permanent Clinical Nurse Specialist (CNS) Level 2 position will be created at SSC by deleting vacant RN FTE. This will increase clinical capacity at SSC and support enhancing service delivery in the Southern Sector. The Nurse Practitioner, CNE and CNC3 positions within the Sexual Health Service will also report to the NM4 Senior Nurse Manager position. Other senior nursing positions within SHBBV outside of the Sexual Health Services (e.g. KRC NUM2, CNC1 at True Colours) will have a dotted professional reporting line to the NM4.

This arrangement will enable coordination of nursing rosters, more cohesive support and professional development opportunities for nurses and improved business processes within Sexual Health Services to reduce the administrative burden on NUMs.

### **Allied Health**

All clients attending Sexual Health Services (and SHBBV services generally) will have access to the newly created Statewide and Clinical Support Service which will largely be physically located at the Albion Centre. Clients attending the Albion Centre who would otherwise have seen psychology staff during local intake will still be seen, and thus a proportion of the time of the psychology team in the Statewide and Clinical Support Service will be allocated to clinical support at the Albion Centre site, including maintenance of the inter-disciplinary case management model for clients identified as particularly complex.

For clients attending SSHC and SSC, a Counselling Unit will be maintained within Sexual Health Services to provide support to the teams and clients attending those sites especially for immediate needs such as new HIV diagnoses.

It is proposed in this restructure that the social work position at SSC joins the SSHC Counselling Unit, reporting to the Counselling Manager to form a new Sexual Health Services Counselling Unit.

The rationale for the Albion Centre psychology and dietetics team to move to the Statewide and Clinical Support Service is that they service clients not otherwise engaged in care in SHBBV services, including GP and inter-LHD referrals for a series of ongoing therapeutic consultations.



Whereas the local counselling teams at SSHC and SSC generally only see clients otherwise provided with care at those services, and are mostly focussed on briefer, often one-off interventions for needs that arise during the clinic visit.

### **Support and leadership at individual Centres**

In relation to day-to-day on-site responsibilities in Sexual Health Services:

- The NUM on-site is the coordinator for clinic operational matters and would escalate through the Senior Nurse Manager
- The Clinical Site Lead is the lead for clinical matters and would escalate through the Head of Medical Services

The Senior Nurse Manager and Head of Medical Services would liaise and engage with the Service Manager as required, depending on the issue raised.

To ensure a mechanism for issues at centres to be discussed and supported, we would establish a regular centre focused operational meeting between the Service Manager, NUMs, Clinical Site Leads, Allied Health representative, Senior Nurse Manager, Head of Medical Services and other team members as required.

### **Other changes to the current structure and functions of the Albion Centre, SSHC and SSC**

#### **Trans and gender diverse health care**

T150 is a dedicated clinic at the Albion Centre supported by The Gender Centre peer workers. SSHC and KRC provide gender affirming healthcare and hormone provision to select clients, and SSHC provides gender affirming care to people aged 18+ in West and Far West NSW through a Memorandum of Understanding (MoU) with those LHDs. True Colours also provides gender affirming care for 16-25 year olds and is a statewide referral service for this purpose. As such there are staff across several of these centres with significant expertise and interest.

T150 will continue to exist as a focussed speciality clinic, and care for adults provided at other locations will be aligned with that provided by t150. It is envisaged that t150 will be the location through which we receive referrals for adult trans health care but may be able to triage lower complexity clients to other parts of SHBBV if wait lists are long.

Trans health care will be supported in SHBBV by establishing a clinical lead for trans health care. A shared eMR and consistent business rules will also be beneficial. It is envisaged that cases will be able to be discussed at care review meetings chaired by the clinical lead. A cohort of staff able to work in this clinical area will be established, who may be drawn upon to provide cross cover as may be feasible.

As True Colours commenced seeing clients in April 2024, and is specifically funded by the Ministry of Health, it is not proposed at this time to blend existing trans and gender diverse healthcare with that provided at True Colours. However, for clients 18+ of low complexity, we will work to establish the most effective referral pathway be that either True Colours or t150 depending on resources and capacity. Clients 18-25 seen in our other SHBBV services may be supported by the MDT team at True Colours if resources allow. We will work over time to integrate the work of True Colours and the other parts of SHBBV where relevant to do so.

## Dietetics and Psychology

Dietetics and Psychology teams at the Albion Centre will have a revised remit to improve access to services amongst vulnerable populations within SHBBV services and focus on those who need the public system.

This will be part of a new allied health team within the Statewide and Clinical Support Service. The manager of the Allied Health team at the Albion Centre who currently manages these positions (Senior Clinical Psychologist) will continue to manage these teams but be renamed Manager Allied Health, Statewide and Clinical Support Service and report to the position of Service Manager, Statewide and Clinical Support Service (NM5). The Level 3, 1.26FTE HOT team dietitian positions will join the existing dietitians in this Dietetics team.

The **Ankali team** will also become part of the Statewide and Clinical Support Service and continue to report to the Allied Health Manager position. Currently, the team has 2.84 FTE positions, with 2 FTE Social Worker Level 3 and a 0.84 FTE Social Worker Level 4. It is proposed that the team be reduced to 2 FTE (Social Worker Level 3 be reduced to 1 FTE and the Social Worker Level 4 position which manages the Ankali program be increased to 1 FTE from 0.84 FTE). Business management and administration support to the Ankali team will be provided by the Deputy Director's Unit. Inclusion in a broader Statewide and Clinical Support Service model will reduce the administrative burden on the current Ankali team and provide support for periods of staff leave.

The **Dietetics team** will be reduced by 1 FTE by deleting a Level 4 Dietitian position within the Albion team when it becomes vacant. This is due to the changed need for dietetics in the context of modern HIV management. Dietetic support was vital during the AIDS era, and when available drug regimens were poorly tolerated. The low uptake of dietetic referrals from medical teams indicates a contemporary service requirement across SHBBV for 2.26 FTE dietitians. In the Statewide and Clinical Support Service, the Albion Centre and HOT dietitians will come together to provide this service. SHBBV dietitians will work as a single team to provide services for SHBBV clients as required including on outreach (e.g. HOT clients).

The **Albion Centre Education team** will reduce by 2 FTE by deletion of a vacant HEOG position and the vacant Nurse Educator position. The remaining 1 FTE HEO will transfer to the Deputy Director's Unit. The HEO will report to the newly created **Education and Community Engagement Manager (HM2)**, alongside the Information Officer position from KRC and the HM1 Community Engagement Coordinator transferred from SSHC. These changes are to ensure strategic alignment across education and orientation priorities. They will also support LHD specific aims for both internal (within SESLHD) and external stakeholders rather than focus on service specific education activities. The Deputy Director (HM4) and Projects Manager (HM3) would be responsible for ensuring that education materials and activities are aligned with the LHD's SHBBV priorities.

The **Computer Manager** and **Programmer** positions from the Albion Centre will be deleted. New analyst positions will be created in CHIMU as part of consolidating eMR support for SHBBV services.

The **Senior Analyst** from SSHC, and the vacant Data Analyst within SHIL which reports to this position will transfer to the CHIMU team. The Senior Analyst will be renamed Community Health Senior Analyst and will be responsible for the management of all HERO functions covering annual audits, creation and maintenance, and reconciliation of shared data elements between EDW and eMR. In addition, they will be responsible for analysing all CHIRP Codeset and Aliasing in eMR and EDW, coordinating with Digital Health to ensure dataset changes with Information Bulletins are implemented and developing data quality frameworks including error dashboards and visualisation

tools to monitor data integrity. The position will also troubleshoot incorrect data element aliasing errors in EDW and eMR as well as provide dashboard development and LRS surge support to the Community Health Reporting Analyst. However, there are a number of existing functions and projects undertaken by this role which need continuity and support, as well as a key role in the transition of SSHC to Cerner EMR. Therefore this position will retain initial responsibility for these functions within CHIMU.

The **Executive Assistant (EA) to the Director SHBBV** will be renamed to Personal Assistant (PA) and will expand their role to also support the Deputy Director, SHBBV. The position will cease an operational role within the Albion Centre. The PA role will work closely with the Administration and Business Manager (HM3) with a dotted reporting line. Other admin staff may act into the PA role when required.

With the consolidation of administration, facility, and business functions under the Administration and Business Manager SHBBV (HM3) as described in Section 2.1.3, the **Albion Administration Manager** (HM 2) position will be deleted.

Two **Albion Centre Administration Officers AO5** positions will have a changed reporting line to the Administration and Business Manager within the Deputy Director's Unit, providing support across SHBBV.

Both SSHC and Albion Centre have an AO6 Administration Officer position. These positions will be renamed to Senior Administration Officer and have a dotted line to the Administration and Business Manager (HM3) position in the Deputy Director's Unit. A proportion of the activities of these roles will be undertaken by the Business and Administration manager's team within the new Deputy Director Unit (as described previously) allowing the position to focus on on-site support. The AO6 position at the Albion Centre will line manage the AO4 position at SSC, and the opportunity for cross-centre support to manage admin shortages and responsibilities will be enhanced by ensuring consistent practice across services. Formally linking the AO6, AO4 and AO3 positions across sites allows for career progression within this staffing group.

### Sexual Health Services (New)

Change	Roles
<b>Create</b>	Service Manager, Sexual Health Services NM5/AH7/SnrClinPsych/HM4, (1 FTE)
<b>Create</b>	Head of Medical Services, Sexual Health Services (Existing Staff Specialist, Level 2 Managerial Allowance)
<b>Create</b>	Head of Teaching and Evidence (Existing Staff Specialist FTE, new Level 1 Managerial Allowance)

### Short Street Centre

Change	Roles affected
<b>Delete</b>	Director, Short St Centre (Staff Specialist position continues without attached Directorship)
<b>Delete</b>	Registered Nurse Short St Centre (1 FTE)
<b>Create</b>	Clinical Nurse Specialist Level 2 (1 FTE), SSC
<b>Changed reporting line</b>	Staff Specialists, SSC will report to the newly created Head of Medical Services, Sexual Health Services
<b>Changed reporting line</b>	NUM1 reporting to NM4 Senior Nurse Manager

<b>Changed reporting line</b>	Social Work Level 3 (0.6 FTE), reporting to Manager, Counselling Unit, Sexual Health Services
<b>Changed reporting line</b>	Administration Officer Level 4 Albion Centre, reporting to Senior Administration Officer, Albion Centre

### Sydney Sexual Health Centre

Change	Roles affected
<b>Delete</b>	Director, Sydney Sexual Health Centre (Staff Specialist position continues without attached Directorship)
<b>Rename</b>	Clinical Service Manager, Sydney Sexual Health Centre to Staff Specialist
<b>Rename and changed reporting line</b>	Senior Analyst (1 FTE), incumbent matched to the Community Health Senior Analyst (1 FTE) position in CHIMU
<b>Rename and changed reporting line</b>	Social Media and Consumer Engagement Officer, SSHC to Community Engagement Coordinator, HM 1 (1 FTE) and reporting to Education and Community Engagement Manager (HM2) within the Deputy Director SHBBV Unit.
<b>Changed reporting line</b>	NUM3 SSHC reporting to Senior Nurse Manager NM4
<b>Changed reporting line</b>	Other Staff Specialists and Medical staff within this unit will report to the Head of Medical Services, Sexual Health Services
<b>Changed reporting line</b>	CNC3, CNE reporting to the Senior Nurse Manager, NM4, Sexual Health Services
<b>Changed reporting line</b>	Counselling Unit Manager, Senior Clinical Psychologist (1 FTE) reporting to the Service Manager, Sexual Health Services
<b>Changed reporting line</b>	Senior Administration Officer reporting to the Service Manager, Sexual Health Services
<b>Changed reporting line</b>	SHIL Coordinator (NUM1) reporting to Service Manager, Statewide and Clinical Support Service and team moved to Statewide and Clinical Support Service
<b>Changed reporting line</b>	DBS Coordinator, HM 3 (1 FTE) reporting to Service Manager, Statewide and Clinical Support Service

### The Albion Centre

Change	Roles affected
<b>Delete</b>	Albion Centre Ankali Program Social Worker Level 3 (1 FTE)
<b>Delete</b>	Albion Centre Education Officer, Health Education Officer Graduate (1 FTE)
<b>Delete</b>	Albion Centre Nurse Educator (1FTE)
<b>Delete</b>	Staff Specialist (0.6 FTE)
<b>Delete</b>	The Albion Centre Medical Lead (Staff Specialist position continues)
<b>Delete</b>	Senior Career Medical Officer (1 FTE)
<b>Delete</b>	The Albion Centre, Dietitian Level 4 (1 FTE)
<b>Delete</b>	Administration Manager, Health Manager Level 2 (1 FTE)
<b>Delete</b>	IT Manager, Computer Manager Grade 2 (1 FTE)
<b>Delete</b>	Programmer, Programmer Year 6 (1 FTE)
<b>Increase FTE</b>	Social Worker Level 4 position in Ankali, will increase from 0.84 FTE to 1 FTE

Change	Roles affected
<b>Increase FTE</b>	Registered Nurses will increase from 5.95 FTE to 6.37 FTE to replace the clinical activities of the deleted nurse educator position.
<b>Create</b>	Sexual Health Registrar 1 FTE
<b>Rename and changed reporting line</b>	The Albion Centre Service Manager, NM4 (1 FTE) renamed to Senior Nurse Manager, Sexual Health Services, NM4 (1 FTE). Changed reporting line from Director SHBBV to Service Manager, Sexual Health Services
<b>Rename and changed reporting line</b>	Allied Health Manager, Senior Clinical Psychologist (1 FTE), the Albion Centre renamed to Manager, Allied Health, Statewide and Clinical Support Service, Senior Clinical Psychologist / Social Worker Level 5 / Dietitian Level 5, reporting to the Service Manager, Statewide and Clinical Support Service
<b>Rename</b>	Executive Assistant to Director SHBBV, HM1 (1 FTE) renamed Personal Assistant to the Director SHBBV and Deputy Director SHBBV
<b>Rename and Changed reporting line</b>	Reception Team Leader (AO6) renamed Senior Administration Officer (AO6) reporting to the Service Manager, Sexual Health Services with dotted line reporting to the Administration and Business Manager, HM3.
<b>Rename and Changed reporting line</b>	Albion Centre Administration Officer Level 5 (2 FTE) positions renamed to Administration Officer reporting to the Administration and Business Manager (HM3), Deputy Director's Unit
<b>Changed reporting line</b>	Albion Centre NUM 1 (1 FTE) reporting to NM4 Senior Nurse Manager
<b>Changed reporting line</b>	Education team HEO, Albion Centre reporting to Education and Community Engagement Manager within Deputy Director Unit

### 2.1.6 Statewide and Clinical Support Service

This service, drawing on recommendations from a review by John Leary Consulting, brings together aspects of SHBBV services which have a cross-service outreach, or statewide function.

In practice the service will have 3 functions:

- **Consolidation of outreach support services** under a multi-graded (NM3/HM3/AH5) Manager, Clinical Outreach (previous HOT Manager position). This team would be formed from the HOT and Adahps teams. The proportion of case-management and support provided by Adahps would be retained by agreement with the Ministry of Health, but staff would be able to share skills and work across the LHD and state. Business and management processes would be harmonised, reducing duplication, and allowing more time to focus on clinical needs.
- **Allied Health team:** this aspect of the service will be drawn from the Albion psychology, Ankali, and dietetics team, who would be joined by dietitians from the HOT team. These teams all provide both local and statewide services and are accessible from outside of SHBBV services. A proportion of the work of this team may be formalised as a statewide service, in recognition of the contribution to HIV allied health support in this space. The team would be managed by the existing Allied Health Manager from the Albion Centre.
- **Other Statewide Services:** Sexual Health Infolink (SHIL), STI Programs Unit (STIPU), and the DBS Coordinator would all report into the Service Manager, Statewide and Clinical Support Service

- The new **Trans and Gender Diverse Young People's service (True Colours)** will also be located in this SHBBV stream. This is because of its position as one of the statewide trans and gender diverse services, and the reporting requirements to NSW Health. However, it is recognised that this is a more clinical service than that offered by SHIL and STIPU, and thus strong connections are required between the nursing/allied health and medical staff to the broader professional teams. The CNC (who will have a dotted line to the NM4 Senior Nurse Manager position) and RN will be invited to nursing team meetings within the sexual health service. Allied health staff will have a dotted line to the Allied Health Manager, and the medical specialists will have a dotted line to the Sexual Health Service Head of Medical Services, and also to their speciality within the LHD (e.g. endocrinology or psychiatry)

## 2.2 Community Health Information Management Unit (CHIMU)

The role of Health Informatics, Data and Health Records Management within Community Health has undergone many changes over the last ten years. The changes relate to integrating services to form Population and Community Health (PaCH) and the transfer from legacy data and medical record systems to eMR. During this time, reporting requirements from the Ministry of Health have expanded and are linked to financial outcomes, creating the need to have a strong health informatics workforce to meet the demands.

This restructure seeks to address the following:

- The needs of health informatics and data management within PaCH now and into the future
- Develop the skill set of the current workforce to meet critical deliverables
- Changes required to meet the changing landscape of PaCH data management

The current structure for Health Informatics in PaCH consists of:

- A centralised Community Health Information Management Unit (CHIMU) with **4 FTE**. In addition to supporting PaCH, this team of 4 supports all other community health services in the district.
- Another **8 FTE** assigned to individual services, including:
  - Sexual Health and Blood Borne Viruses with **4 FTE** assigned to manage IT systems, data sets and Health Informatics. This represents the requirements of managing standalone reporting systems that have or are due to retire in 2024
  - Child Youth and Family Services with **1 FTE** to manage similar tasks
  - Drug and Alcohol also with **1 FTE** to manage similar tasks
  - Sexual Health Infolink (SHIL) with **1 FTE** to manage similar tasks
  - Integrated Care with **1 FTE** to manage similar tasks

The demands on the CHIMU service have dramatically increased from the intended scope of work since the amalgamation of services and transfer to eMR. Under the current arrangement, the 4 FTE within CHIMU oversees several thousand staff across various matrices, whilst other positions listed in the scope of this restructure support between 40 and 150 FTEs individually.

With the advent of eMR, the current structure of Health Informatics in PaCH is unsuitable. Several staff are on awards that do not reflect their role and the demands of data analysts today and moving into the future. Some staff are on awards for computer technicians and programmers. The State-wide service desk and local ICT support now support these functions.

This restructure will enable the reallocation of resources to place PaCH Health Informatics and Data Management activities on a sustainable and responsive pathway. The expansion of CHIMU

and redesign of the roles provide a unit not dissimilar to the Prince of Wales and St George Clinical Information Units that support their facilities.

**Summary of proposed movement of positions in data and health information roles**

PaCH Services	Affected Positions	Change	Title in the proposed CHIMU structure
<b>SHBBV - HARP</b>	Services Development and Informatics Manager, HM3 (1 FTE)	Rename and changed reporting line	Manager, Data Quality, Governance and Reporting, HM3 (1 FTE)
	Coordinator, HARP Informatics, HM 2 (1 FTE)	Rename and changed reporting line	Community Health Informatics Analyst, HM2 (1 FTE)
<b>SHBBV - The Albion Centre</b>	IT Manager, Computer Manager Grade 2 (1 FTE)	Delete	N/A
	Programmer, Programmer Yr 6 (1 FTE)	Delete	N/A
<b>SHBBV - Sydney Sexual Health Centre</b>	Senior Analyst (1 FTE) *	Rename and changed reporting line	Community Health Senior Analyst (1 FTE)
<b>Drug and Alcohol Service</b>	Health Information Officer, HM3 (1 FTE)	Rename and changed reporting line	D&A Data and Health Information HM3 (1 FTE)
<b>Child Youth and Family Services</b>	Northern and Central Families Data Analyst, HM1 (1 FTE)	Delete	N/A
<b>Integrated Care</b>	Data Analyst, HM2 (1 FTE)	Changed reporting line	Community Health Informatics Analyst HM 2 (1 FTE)
<b>Sexual Health Infolink (SHIL)</b>	Information System Officer, Analyst (1 FTE)	Changed reporting line	Information Systems Officer SHIL, Analyst (1 FTE)

*\*Staff to move to CHIMU once eMR migration is completed.*

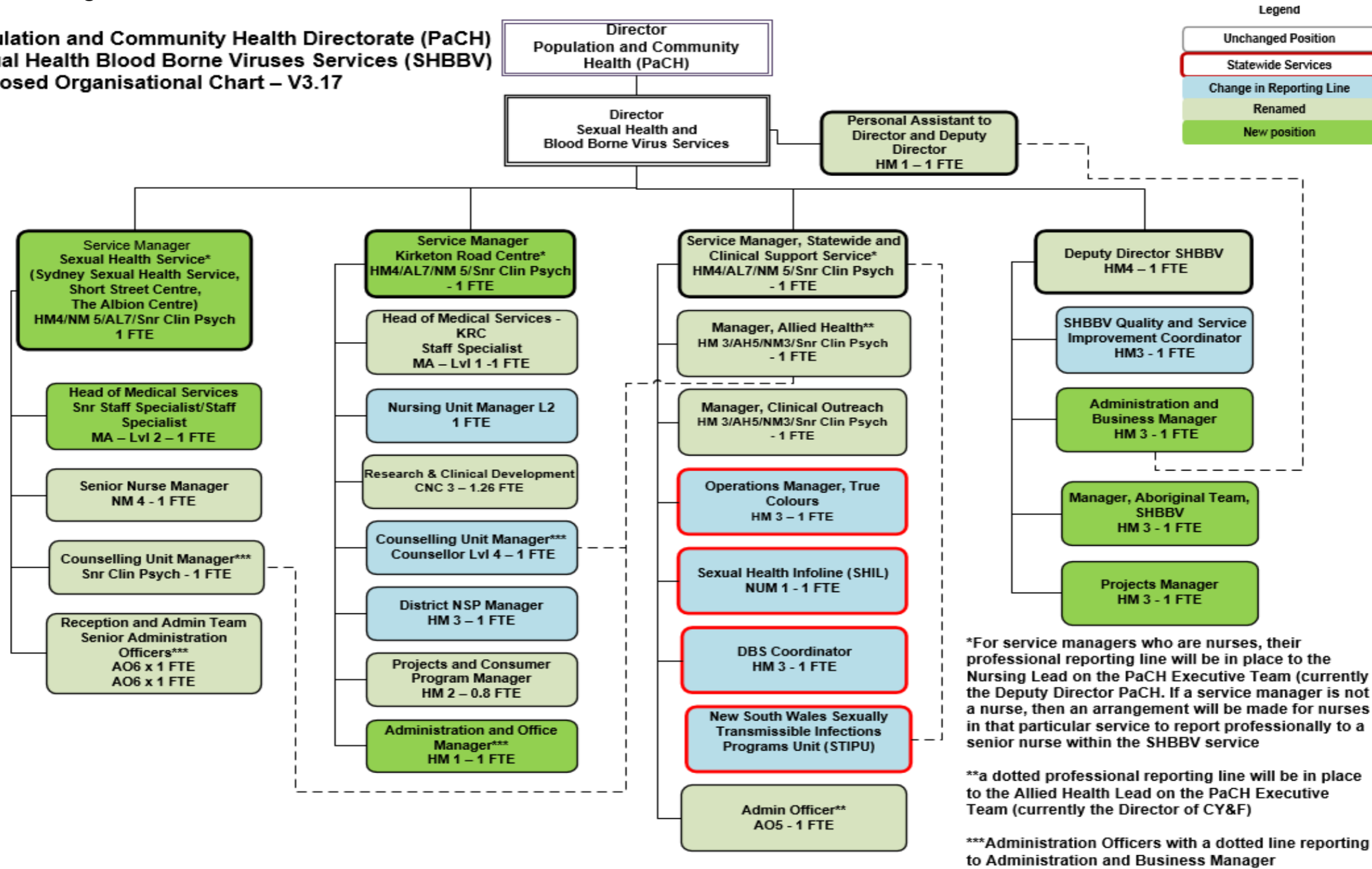
**New positions created in CHIMU**

- Manager, Clinical Informatics and Health Information HM3 (1 FTE)
- Health Information Manager HM2 (1 FTE)
- Community Health Informatics Analyst HM 2 (1 FTE)
- Administration Officer AO4 (0.63 FTE)

### 3. Proposed Organisation Structure

#### 3.1 Proposed Organisational Structure – Sexual Health & Blood Borne Virus Services

Population and Community Health Directorate (PaCH)  
Sexual Health Blood Borne Viruses Services (SHBBV)  
Proposed Organisational Chart – V3.17





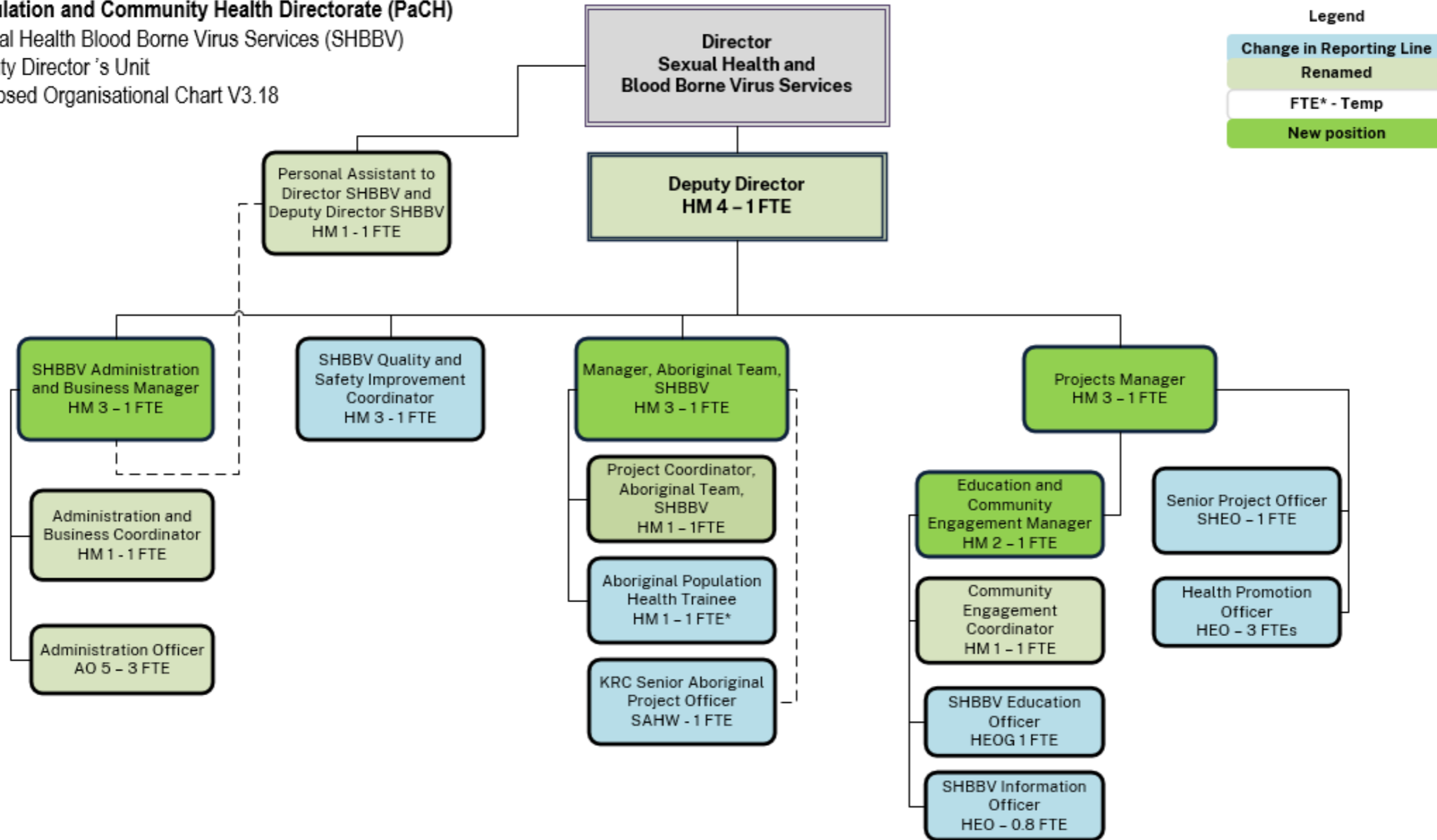
**3.1.1 Proposed Organisational Structure – Sexual Health & Blood Borne Virus Services – Deputy Director’s Unit**

Population and Community Health Directorate (PaCH)

Sexual Health Blood Borne Virus Services (SHBBV)

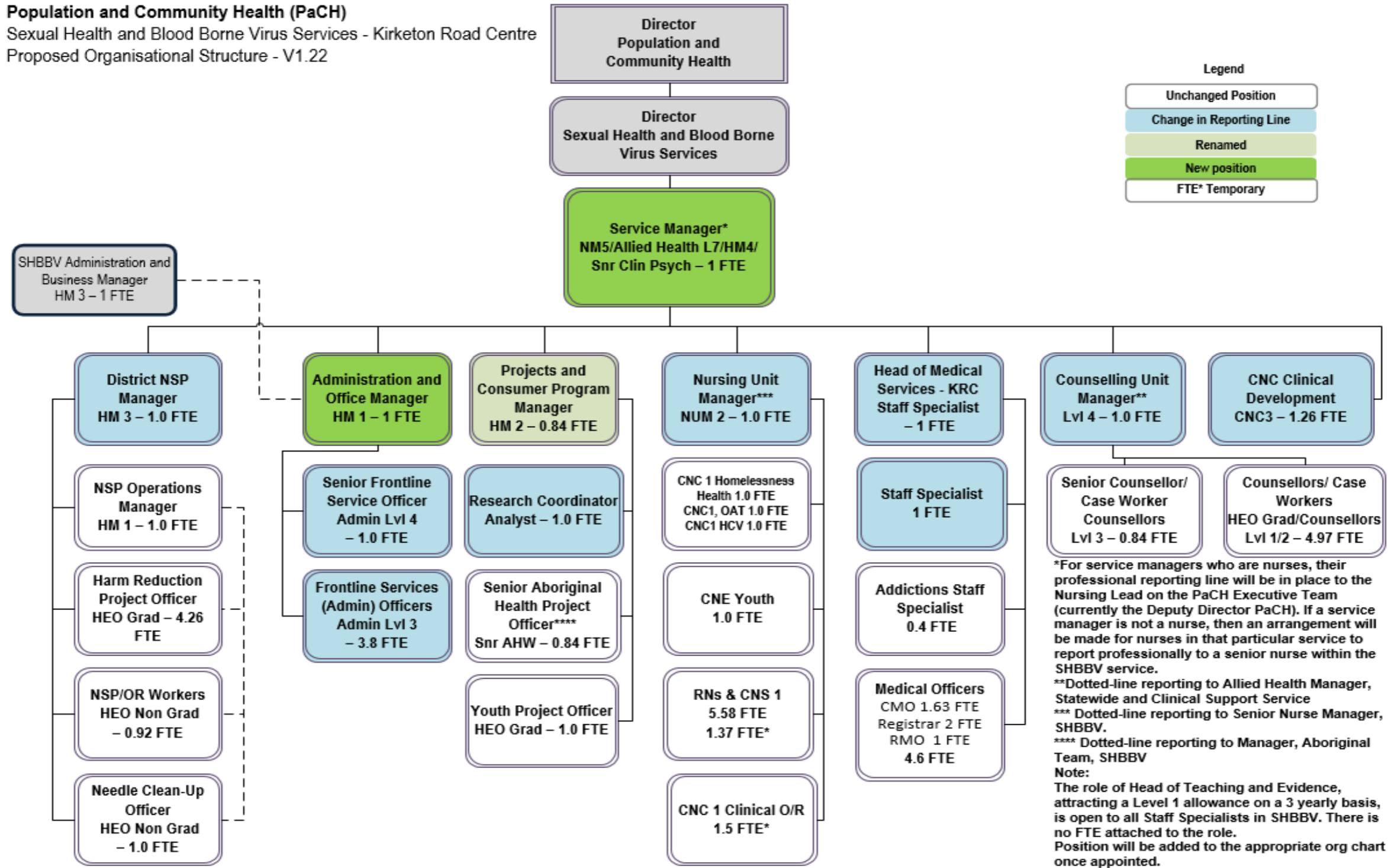
Deputy Director’s Unit

Proposed Organisational Chart V3.18



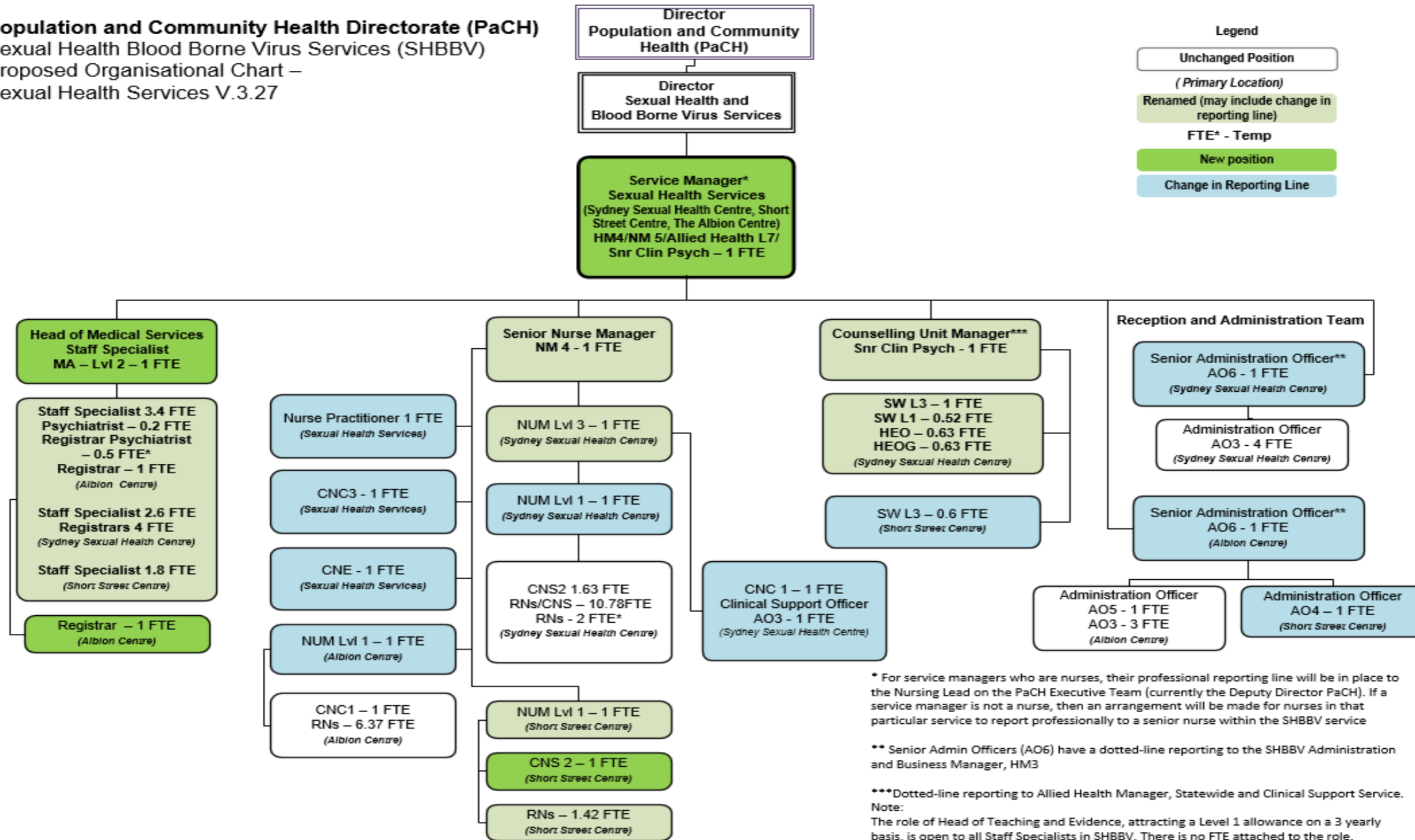
### 3.1.2 Proposed Organisational Structure – Sexual Health & Blood Borne Virus Services – Kirketon Road Centre

Population and Community Health (PaCH)  
Sexual Health and Blood Borne Virus Services - Kirketon Road Centre  
Proposed Organisational Structure - V1.22



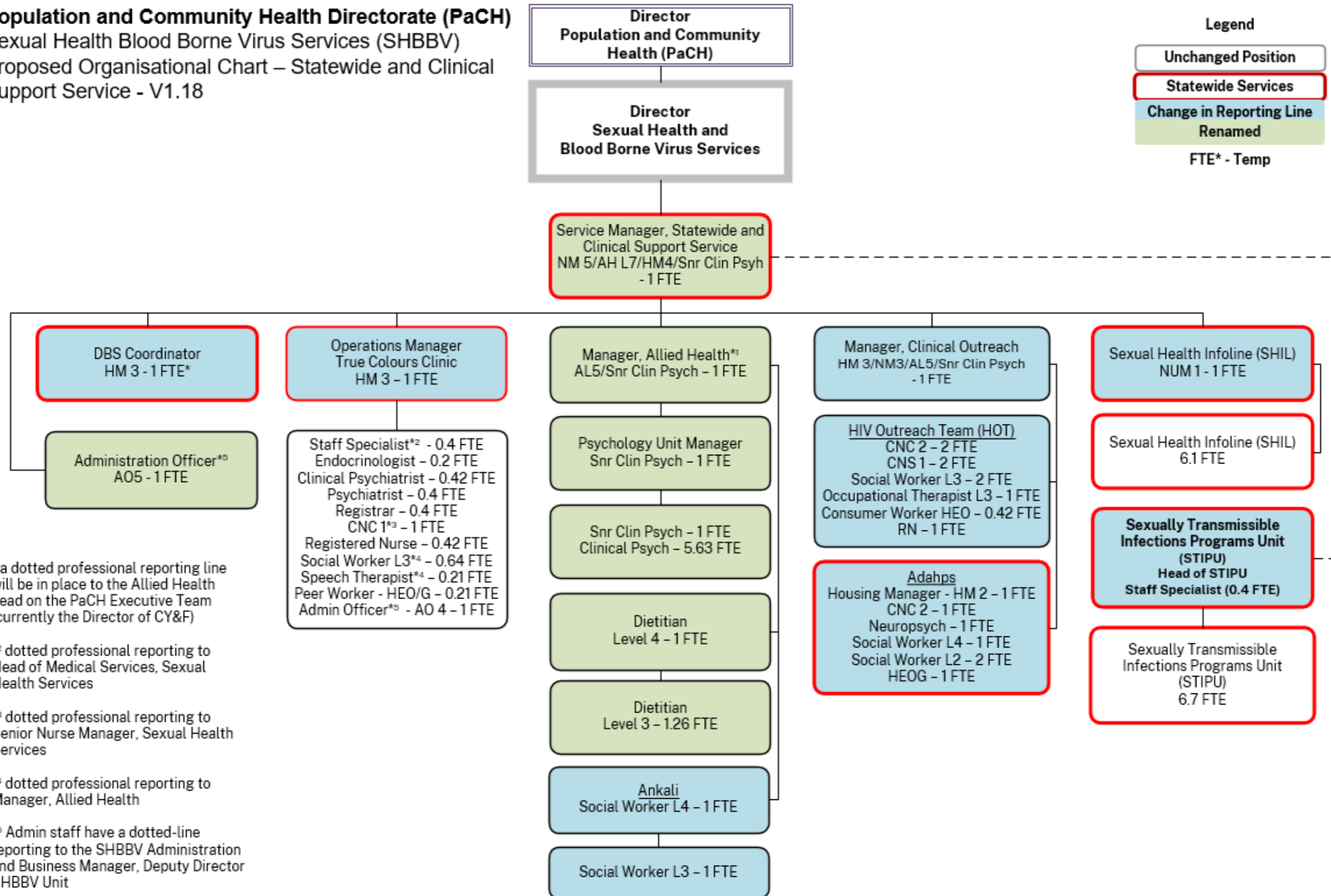
### 3.1.3 Proposed Organisational Structure – Sexual Health & Blood Borne Virus Services – Sexual Health Services - Sydney Sexual Health Centre, Short Street Centre and The Albion Centre

**Population and Community Health Directorate (PaCH)**  
 Sexual Health Blood Borne Virus Services (SHBBV)  
 Proposed Organisational Chart –  
 Sexual Health Services V.3.27



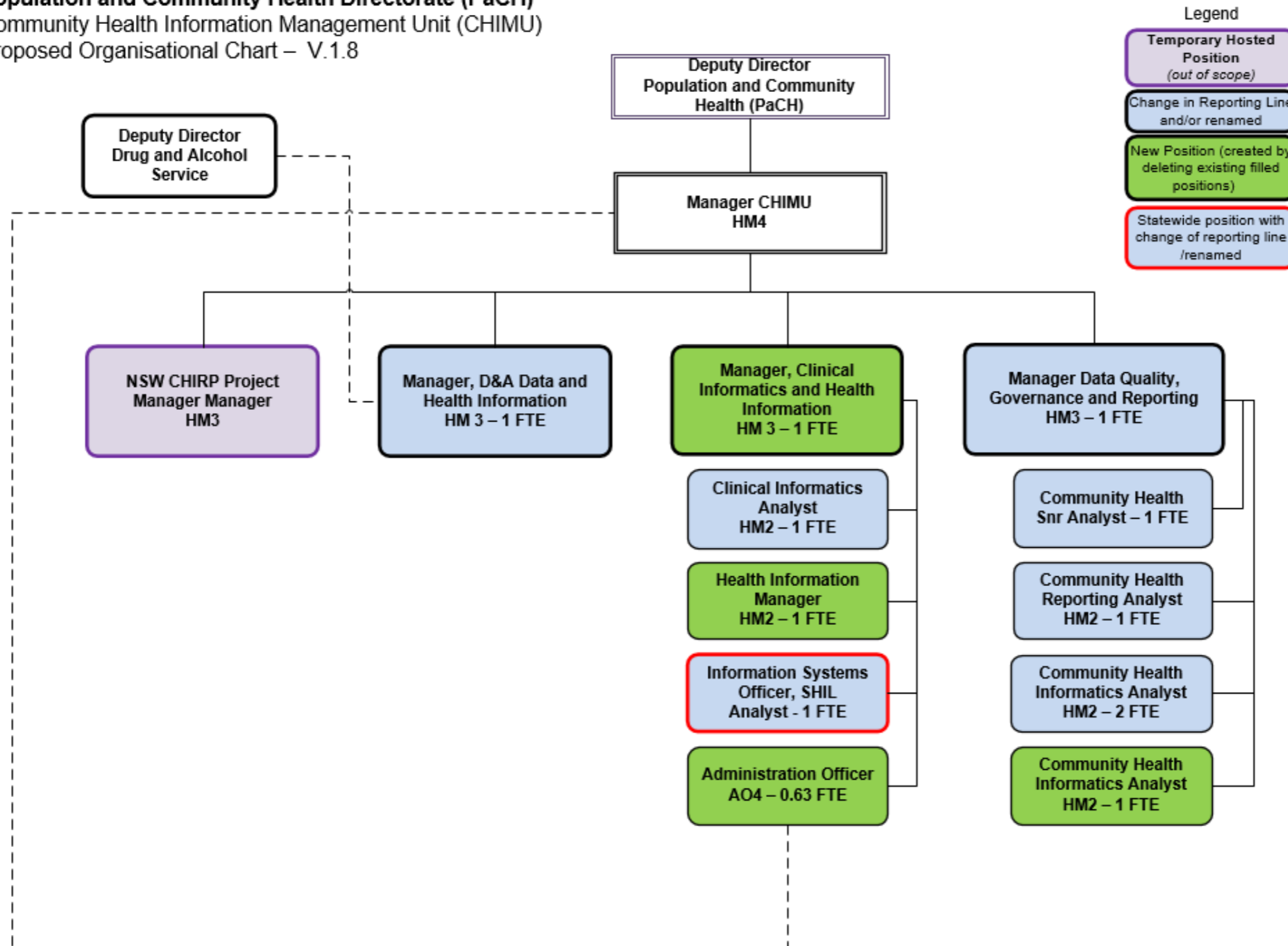
### 3.1.4 Proposed Organisational Structure – Sexual Health & Blood Borne Virus Services – Statewide and Clinical Support Service

**Population and Community Health Directorate (PaCH)**  
 Sexual Health Blood Borne Virus Services (SHBBV)  
 Proposed Organisational Chart – Statewide and Clinical Support Service - V1.18



### 3.2 Proposed Organisational Chart – Community Health Information Management Unit (CHIMU)

**Population and Community Health Directorate (PaCH)**  
 Community Health Information Management Unit (CHIMU)  
 Proposed Organisational Chart – V.1.8



## 4. Changes to Positions

### 4.1 New Positions

The following new positions are likely to require a merit-based selection process internally to the SHBBV Service via Expressions of Interest, and any unfilled positions via the ROB recruitment process.

No.	Position Title	Summary of Change
<b>SHBBV</b>		
1	Director, SHBBV (1 FTE)	The Director SHBBVs position will be increased to 1 FTE to meet the strategic and operational needs of an integrated district wide SHBBV service.
<b>SHBBV - HARP – Service name change to Deputy Director’s Unit</b>		
1	Projects Manager (1 FTE) <i>Health Manager Level 3</i>	The Projects Manager will lead their project teams to work across SESLHD in the development, implementation, coordination and evaluation of SHBBV programs and remove the disease specific (e.g. hepatitis) or skills-specific (e.g. health promotion) delineation of roles. This will permit all members of the programs team to work across all areas of SHBBV priorities and respond to emerging issues without being siloed into a particular area of disease focus.
2	Administration and Business Manager, SHBBV (1 FTE) <i>Health Manager Level 3</i>	This position is responsible for a range of support services to ensure the consistent, efficient, and effective delivery of business functions across SHBBV services. This position will replace all business and administration manager roles currently in SHBBV services.
3	Manager, Aboriginal Sexual Health Programs (1 FTE) <i>Health Manager Level 3</i>	The Manager, Aboriginal Sexual Health Programs (HM3) position will be responsible for the planning, delivery, coordination, and evaluation of programs focussed on Aboriginal communities, clients and stakeholders.
4	Education and Community Engagement Manager (1 FTE) <i>Health Manager Level 2</i>	The Education and Community Engagement Manager (HM2) position will be created to work with, and report to the Projects Manager in development, implementation, coordination, and evaluation of SHBBV programs.
<b>SHBBV - Kirketon Road Centre (KRC)</b>		
1	Service Manager (1 FTE) <i>NM5/AH7/SnrClinPsych/HM 4</i>	This position will be responsible for the operational and strategic leadership and management of the KRC. The position’s responsibilities include day to day supervision and leadership of staff within the service.
2	Administration and Office Manager (1 FTE) <i>Health Manager Level 1</i>	This position will be responsible for the administration management across three KRC clinical sites, clinical outreach vehicles and four outreach locations.
<b>SHBBV - Sexual Health Services – SSHC, SSC, The Albion Centre</b>		
1	Service Manager (1 FTE) <i>NM5/AH7/SnrClinPsych/HM 4</i>	This position will be responsible for the operational and strategic leadership and management of the Sexual Health Services. The Service Manager will play a key role in providing expert advice, leadership and management across health policy; safety, risk and quality; service strategic planning and project management.
2	Head of Medical Services, Sexual Health Services <i>Managerial Allowance Level 2</i>	The Head of Medical Services role will be appointed on a 3 yearly basis and will be responsible for the medical practice, governance and service innovation within the SHS, including line management of staff specialists and CMOs and operational line management of JMOs, support of clinical site leads, rostering of medical unit.

No.	Position Title	Summary of Change
		This replaces current arrangements where medical lead functions are carried out separately at each site.
3	Head of Teaching and Evidence <i>Managerial Allowance Level 1</i>	This role would be appointed on a 3 yearly basis, open to all Staff Specialists in SHBBV. There is no additional FTE attached to the role though it will attract a Level 1 managerial allowance.
4	Clinical Nurse Specialist Level 2 (1 FTE) <i>(based at Short Street Centre)</i>	This position will be a clinically focussed role to increase clinical capacity and will be the senior nurse based at the Short Street Centre.
5	Sexual Health Registrar (1 FTE) <i>(based at Albion Centre)</i>	This position will be based in Albion Centre.
6	Senior Social Worker Social Worker Level 4 (1 FTE) <i>(Ankali Team)</i>	Increased 0.16 FTE to existing 0.84 FTE Social Worker L4 position.
7	Registered Nurse RN (0.42 FTE) <i>(Albion Centre)</i>	Increased 0.42 FTE to existing 5.95 FTE to replace the clinical activities of the deleted nurse educator position.
<b>Community Health Information Management Unit (CHIMU)</b>		
1	Manager Clinical Informatics and Health Information, HM3 (1 FTE)	Responsible for all Health Informatics requirements within CHOC, design and build new functionality in partnership with Digital Health in the eMR. Project Manage eMR rollouts and new functionality. As required, management of user groups and forums represents LHD at the eMR Community Health Design Working Group and representative for PaCH at the LHD Clinical eSolutions Design Working Group.
2	Health Information Manager (HM2)	The role provides a collaborative approach with several stakeholders to optimise information management processes, contribute to data-driven decision-making, and support the overall quality and efficiency of Population and Community Health (PaCH) services.
3	Community Health Informatics Analyst HM2 (1 FTE)	Responsible for the ongoing maintenance for the various current and future CHIRP compliance to MoH and the LHD. Provide Adhoc data requests to allocated clinical units for performance reporting and research datasets. Work with Metadata Analyst and Reporting Analyst to provide a cycle of continuous data quality improvement. Provide training to new staff in the eMR of capturing datasets correctly. Point of contact for clinical teams for report requests, attend clinical units executive meetings to provide regular updates on data quality, report preparation and presentations as required.
4	Administration Officer AO4 (0.63 FTE)	Provides support to the Health Information Manager for all HIM functions as required such as monitoring for chapter 16A requests, data cleaning in the eMR related to duplicates, and other errors deemed necessary to remediate. Assist Manager CHIMU with administration functions as required.

## 4.2 Positions Renamed and/or Changed Reporting Line

No.	Position Title	Renamed Title	Changed Reporting Line	Filled or Vacant	Incumbent affected
<b>HARP – Service name change to Deputy Director’s Unit</b>					
1	HARP Manager HM4 (1 FTE)	Deputy Director SHBBV HM4 (1 FTE)		Filled	Yes

No.	Position Title	Renamed Title	Changed Reporting Line	Filled or Vacant	Incumbent affected
2	Manager, HARP Services Development and Informatics, HM3 (1 FTE)	Manager, Data Quality, Governance and Reporting, HM3 (1 FTE)	Manager, CHIMU	Filled	Yes
3	Coordinator, HARP Informatics, HM2 (1 FTE)	Community Health Informatics Analyst, HM2 (1 FTE)	Manager, Data Quality, Governance and Reporting	Filled	Yes
4	Administration Officer HARP AO5 (1 FTE)	Administration Officer, SHBBV AO5 (1 FTE)	Administration and Business Manager, SHBBV, HM3	Filled	Yes
5	Operations Manager, True Colours Clinic HM3 (1 FTE)		Service Manager, Statewide and Clinical Support, and team will move to the Statewide and Clinical Support Service	Filled	Yes
6	Senior Project Officer, SHEO (1 FTE)		Projects Manager HM3	Filled	Yes
7	Health Promotion Officers, HEO (3 FTE)		Projects Manager HM3	Filled	Yes
8	Male Aboriginal Sexual Health Coordinator, HM1 (1 FTE)	Project Coordinator, Aboriginal Sexual Health Programs, HM1 (1 FTE)	Manager, Aboriginal Sexual Health Programs, HM3	Filled	Yes
<b>HIV Outreach Team</b>					
1	Service Manager, HIV Outreach Team HM3 (1 FTE)	Manager, Clinical Outreach HM3/NM3/AL5/Snr Clin Psych (1 FTE)	Service Manager, Statewide and Clinical Support Service	Vacant	
2	Administrative Assistant, HIV Outreach Team, HM1 (1 FTE)	Administration and Business Coordinator SHBBV HM1 (1 FTE)	Administration and Business Manager, SHBBV HM3	Filled	Yes
3	Dietitians Level 3 x (1.2 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to the Level 4 dietitian	Filled	Yes
4	CNC 2 (2 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	2 X Filled	Yes
5	CNS 1 (2 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	1 X Filled	Yes



No.	Position Title	Renamed Title	Changed Reporting Line	Filled or Vacant	Incumbent affected
6	RN (1 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	1 X Filled	Yes
7	Social Worker L3 (2 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	Filled	Yes
8	Occupational Therapist L3 (1 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	Filled	Yes
9	Consumer Worker HEO/G (0.4 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	Filled	Yes
<b>Adahps</b>					
1	Adahps Service Coordinator NM5 (1 FTE)	Service Manager, Statewide and Clinical Support Service NM5/AH7/HM4/Snr Clin Psych (1 FTE)	Director Sexual Health Blood Borne Virus Services	Filled	Yes
2	Housing Manager HM2 (1 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	Filled	Yes
3	CNC 2 x (1 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	Filled	Yes
4	Social Worker L4 x (1 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	Filled	Yes
5	Social Worker L1 x (2 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	Filled	Yes
6	Neuropsychologist (1 FTE)		Staff will move to the Statewide and	Filled	Yes

No.	Position Title	Renamed Title	Changed Reporting Line	Filled or Vacant	Incumbent affected
			Clinical Support Service reporting to Manager Clinical Outreach		
7	HEOG (1 FTE)		Staff will move to the Statewide and Clinical Support Service reporting to Manager Clinical Outreach	Filled	Yes
8	Administration Officer AO5 (1 FTE)		Reporting to Service Manager, Statewide and Clinical Support Service	Filled	Yes
<b>STIPU</b>					
1	STIPU Statewide Service		STIPU – Statewide Service The service will now report to the Service Manager, Statewide and Clinical Support Service	NA	NA
<b>Kirketon Road Centre</b>					
1	Projects Manager HM2 (0.84 FTE)	Projects and Consumer Program Manager HM 2 (0.84 FTE)	Staff previously reporting to Clinical Service Manager will now report to the newly created Service Manager	Filled	Yes
2	District NSP Manager HM3 (1 FTE)		Staff previously reporting to Clinical Service Manager will now report to the newly created Service Manager	Filled	Yes
3	Nursing Unit Manager Level 2 (1 FTE)		Staff previously reporting to Clinical Service Manager will now report to the newly created Service Manager	Filled	Yes
4	Medical Unit Manager Staff Specialist (1 FTE)	Head of Medical Services	Staff previously reporting to Clinical Service Manager will now report to the newly created Service Manager	Filled	Yes
5	Staff Specialist (1 FTE)		Head of Medical Services	Vacant	No
6	Counselling Unit Manager Counsellor Level 4 (1 FTE)		Staff previously reporting to Clinical Service Manager will now report to the newly created Service Manager	Filled	Yes

No.	Position Title	Renamed Title	Changed Reporting Line	Filled or Vacant	Incumbent affected
7	CNC Research & Clinical Development CNC 3 (1.26 FTE)		Service Manager	Filled	Yes
8	Senior Frontline Service Officer, AO4 (1 FTE)		Administration and Office Manager HM1	Filled	Yes
9	Administration Officers AO3 (3.8 FTE)		Administration and Office Manager HM1	Filled	Yes
10	Research Coordinator Analyst (1 FTE)		Projects and Consumer Program Manager	Filled	Yes
11	Senior Aboriginal Health Worker Snr AHW (0.84 FTE)		Projects and Consumer Program Manager	Filled	Yes
12	Youth Project Officer HEOG (1 FTE)		Projects and Consumer Program Manager	Filled	Yes
13	Health Information Officer KRC, HEOG (0.8 FTE)	Health Information Officer SHBBV HEOG (0.8 FTE)	Education and Community Engagement Manager, Deputy Director Unit	Filled	Yes
<b>Short Street Centre</b>					
1	Staff Specialists 1.8 FTE		Head of Medical Services, Sexual Health Services	Filled	Yes
2	Senior Social Worker L3 (0.6 FTE)		Manager, Counselling Unit, SSHC	Filled	Yes
3	Administration Officer Level 4 position (1 FTE)		Senior Administration Officer, Albion Centre (AO6)	Filled	Yes
<b>Sydney Sexual Health Centre</b>					
1	Clinical Service Manager	Staff Specialist	Head of Medical Services, Sexual Health Services	Filled	Yes
2	Social Media and Consumer Engagement Officer, HM 1 (1 FTE)	Community Engagement Coordinator HM1 (1 FTE)	Education and Community Engagement Manager, Deputy Director Unit	Filled	Yes
3	Senior Analyst (1 FTE)	Community Health Senior Analyst (1 FTE)	Manager, CHIMU	Filled	Yes
4	Staff Specialists (1.6 FTE)		Head of Medical Services, Sexual Health Services	Filled	Yes
5	Nurse Unit Manager Level 3 (1 FTE)		Senior Nurse Manager NM4, Sexual Health Services	Filled	Yes
6	CNC1		Nurse Unit Manager Level 3	Filled	Yes
7	CNC3		Senior Nurse Manager NM4,	Filled	Yes

No.	Position Title	Renamed Title	Changed Reporting Line	Filled or Vacant	Incumbent affected
			Sexual Health Services		
8.	CNE		Senior Nurse Manager NM4, Sexual Health Services	Filled	Yes
9	Counselling Unit Manager, Senior Clinical Psychologist (1 FTE)		Service Manager, Sexual Health Services with dotted line reporting to the Manager, Allied Health, Statewide and Clinical Support Service	Filled	Yes
11	Senior Admin Officer, AO6 (1 FTE)		Service Manager, Sexual Health Services	Filled	Yes
12	SHIL Coordinator (NUM1)		SHIL team moves to Statewide and Clinical Support Service. SHIL Coordinator reporting to Service Manager, Statewide and Clinical Support Service	Filled	Yes
13	DBS Coordinator HM3 (1 FTE)*		Service Manager, Statewide and Clinical Support Service	Filled	Yes
<b>The Albion Centre</b>					
1	Service Manager, NM4 (1 FTE)	Senior Nurse Manager, Sexual Health Services, NM4 (1 FTE)	Service Manager, Sexual Health Services	Filled	Yes
2	Allied Health Manager, Senior Clinical Psychologist (1 FTE), The Albion Centre	Manager, Allied Health, Statewide and Clinical Support Service Senior Clinical Psychologist (1 FTE)	Service Manager, Statewide and Clinical Support Service	Filled	Yes
3	Executive Assistant to Director SHBBV, HM1 (1 FTE)	Personal Assistant to Director SHBBV and Deputy Director SHBBV, HM1 (1 FTE)	Director SHBBV and Deputy Director SHBBV	Filled	Yes
6	Nurse Unit Manager Level 1 (1 FTE)		Senior Nurse Manager, Sexual Health Services	Filled	Yes
7	SHBBV Education HEOG (1 FTE)	SHBBV Education Officer	Education and Community Engagement Manager, Deputy Director Unit	Filled	Yes
9	Dietitian L4 (1 FTE)		Manager, Allied Health, Statewide	Filled	Yes

No.	Position Title	Renamed Title	Changed Reporting Line	Filled or Vacant	Incumbent affected
			and Clinical Support Service		
10	Ankali Social Worker L4	Senior Social Worker, The Ankali Program	Manager, Allied Health, Statewide and Clinical Support Service	Vacant	No
11	Reception Team Leader (AO6)	Senior Administration Officer, Albion Centre (AO6)	Service Manager, Sexual Health Services with dotted line reporting to Administration and Business Manager, HM3	Filled	Yes
12	Administration Officer - Finance (AO5)	Administration Officer	Administration and Business Manager (HM3), SHBBV Deputy Director's Unit	Filled	Yes
13	Administration Officer - Clinical (AO5)	Administration Officer	Administration and Business Manager (HM3), SHBBV Deputy Director's Unit	Filled	Yes
<b>CHIMU</b>					
1	Community Health Informatics HM2 (1 FTE)		Manager, Data Quality, Governance and Reporting (HM3)	Filled	Yes
2	Clinical Informatics Analyst HM2 (1 FTE)		Manager Clinical Informatics and Health Information	Filled	Yes
<b>Drug and Alcohol Services</b>					
1	Health Information Officer HM3 (1 FTE)	Manager, D&A Data and Health Information HM3 (1 FTE)	Manager, CHIMU	Filled	Yes

### 4.3 Positions Deleted

No.	Position Title	Summary of Proposed Change
<b>SHBBV - HARP – Service name change to Deputy Director's Unit</b>		
1	Manager, Harm Minimisation & Viral Hepatitis HM3 (1 FTE)	In the proposed new structure, a new Projects Manager (HM3) replaces the Manager, HARP Health Promotion (HM3) and Manager, Harm Minimisation and Viral Hepatitis (HM3) positions which will be deleted. An Education and Community Engagement Manager (HM2) position will be created to work with, and report to the Projects Manager. The Projects Manager will lead their project teams, education and community engagement staff to work across SESLHD in the development, implementation, coordination and evaluation of SHBBV programs.
2	Manager, HARP Health Promotion HM3 (1 FTE)	In the proposed new structure, a new Projects Manager (HM3) replaces the Manager, HARP Health Promotion (HM3) and Manager, Harm Minimisation and Viral Hepatitis (HM3) positions which will be deleted. An Education and Community

No.	Position Title	Summary of Proposed Change
		Engagement Manager (HM2) position will be created to work with, and report to the Projects Manager. The Projects Manager will lead their project teams, education and community engagement staff to work across SESLHD in the development, implementation, coordination and evaluation of SHBBV programs.
3	Female Aboriginal Sexual Health Coordinator HM1 (0.74 FTE)	The vacant 0.8 FTE Female Aboriginal Sexual Health Coordinator position will be deleted.
<b>SHBBV - Adahps</b>		
1	Adahps Business Manager, HM2 (1 FTE)	All Business Manager/Administration Manager (HM2) positions are deleted and a new Administration and Business Manager SHBBV (HM3) role will be responsible for a range of financial and facility support and administrative services to ensure the consistent, efficient, and effective delivery of business functions across SHBBV services.
<b>SHBBV - Kirketon Road Centre</b>		
1	Director KRC* – deletion of Director's position. (Managerial Allowance Level 1) <i>*1 FTE Staff Specialist position remains in KRC.</i>	With the change in the service managers for SHBBV services, Director KRC with Managerial Allowance Level 1 is deleted. The staff specialist position remains in KRC.
2	Clinical Service Manager NM4 (1 FTE)	The position is deleted and replaced by Service Manager, KRC (Multidisciplinary position: HM4/AL7/NM5/SnrClinPsych).
3	Business Manager HM2 (1 FTE) (Vacant)	All Business Manager/Administration Manager (HM2) positions are deleted and a new Administration and Business Manager SHBBV (HM3) role will be responsible for a range of financial and facility support and administrative services to ensure the consistent, efficient, and effective delivery of business functions across SHBBV services.
4	Needle and Syringe Program, Health Education Officer (0.42 FTE)	KRC currently have 8.79 FTE of HEOs as well as casual HEOs. Deleting the vacant 0.42 FTE position will allow greater flexibility for the service.
<b>SHBBV - Sexual Health Services - Short Street Centre (SSC)</b>		
1	Director SSC* – deletion of Director's position. (Managerial Allowance Level 1) <i>*0.7 FTE Staff Specialist position remains in SSC.</i>	With the change in the service managers for SHBBV services, Director SSC with Managerial Allowance L1 is deleted. The staff specialist position remains in SSC.
2	Registered Nurse (1 FTE)	A permanent Clinical Nurse Specialist (CNS) Level 2 position will be created by deleting vacant RN FTE
<b>SHBBV - Sexual Health Services - Sydney Sexual Health Centre (SSHC)</b>		
1	Director SSHC* – deletion of Director's position. (Managerial Allowance Level 2) <i>*1 FTE Staff Specialist position remains in Sexual Health Services.</i>	With the change in the service managers for SHBBV services, Director SSHC with Managerial Allowance L2 is deleted. This staff specialist position is matched to the Medical Unit Manager, Sexual Health Services with a Managerial Allowance L2.

No.	Position Title	Summary of Proposed Change
<b>SHBBV - Sexual Health Services - The Albion Centre</b>		
1	Medical Lead – deletion of Medical Lead position. (Managerial Allowance Level 1)  <i>*1 FTE Staff Specialist position remains</i>	With the change in the service managers for SHBBV services, Medical Lead with Managerial Allowance L1 is deleted. The staff specialist position remains.
2	Staff Specialist (0.6 FTE)	Analysis of the complexity and number of clients attending Albion Centre for HIV management, as well as the service model, indicates that the senior medical staffing could be reduced in favour of an additional registrar and Nurse Practitioner position to support more training opportunities.
3	Senior Career Medical Officer (1 FTE) – Albion Centre  <i>Senior Career Medical Officer</i>	Analysis of the complexity and number of clients attending Albion Centre for HIV management, as well as the service model, indicates that the senior medical staffing could be reduced in favour of an additional registrar position to support more training opportunities.
4	IT Manager, Computer Manager Grade 2 (1 FTE)	This position will be deleted.
5	Dietitian L4 (1 FTE)	This position is being deleted as the contemporary service requirement in SHBBV, based on changes in medical management and referral numbers, justifies 2.26 FTE dietitians.
6	Administration Manager HM2 (1 FTE)	All Business Manager/Administration Manager positions are deleted and a new Administration and Business Manager SHBBV (HM3) role will be responsible for a range of financial and facility support and administrative services to ensure the consistent, efficient, and effective delivery of business functions across SHBBV services.
8	Programmer Programmer Yr 6 (1 FTE)	Digital Health is responsible for the provision of desktop support to all PaCH sites. This position will be deleted.
9	Education Officer HEOG (1 FTE)	Education functions will become part of the remit of the Deputy Director's Unit, SHBBV.
10	Ankali Social Worker Level 3 (1 FTE)	Currently there are 2.84 FTE in the team, with 2 Social Worker Level 3 positions and a 0.84 FTE Social Worker Level 4. The Level 4 will be increased to 1 FTE and Level 3 to 1 FTE.
11	Albion Centre Nurse Educator (1 FTE)	The Deputy Director (HM4) and Projects Manager (HM3) would be responsible for ensuring that education materials and activities are aligned with the LHD's SHBBV priorities.
<b>PaCH - Child Youth and Family Services</b>		
1	Northern and Central Families Data Analyst, HM1 (1 FTE)	This position will be deleted. A new position, Community Health Informatics Analyst (HM2) will be created in CHIMU.

## 5. The Recruitment and Matching Process

### 5.1 Proposed Realignments Matching, and New Positions

While the new position descriptions require a grading process, it is proposed that the following position realignment and matching process be undertaken:

No.	New Position Title	Advertising or Matching expected	Matched Position
<b>SHBBV</b>			
1	Director, SHBBV (1 FTE)	Advertising	
<b>SHBBV - HARP – Service name change to Deputy Director’s Unit</b>			
1	SHBBV Deputy Director HM4 (1 FTE)	Matching	HARP Manager HM4 (1 FTE)
2	Administration and Business Manager HM3 (1 FTE)	Advertising	
3	Projects Manager HM3 (1 FTE)	Advertising	
4	Manager, Aboriginal Sexual Health Manager HM3 (1 FTE)	Advertising	
5	Education and Community Engagement Manager HM2 (1 FTE)	Advertising	
<b>SHBBV - Kirketon Road Centre (KRC)</b>			
1	Service Manager NM5/AL7/SnrClinPsych/HM4 (1 FTE)	Advertising	
2	Staff Specialist (1 FTE)	Advertising	
3	Administration and Office Manager HM1 (1 FTE)	Advertising	
<b>SHBBV - Sexual Health Services – SSHC, SSC, The Albion</b>			
1	Service Manager NM5/AL7/SnrClinPsync/HM4 (1 FTE)	Advertising	
2	Senior Nurse Manager NM4 (1 FTE)	Matching	Service Manager, The Albion Centre NM4 (1 FTE)
3	Head of Medical Services, Sexual Health Services <i>Managerial Allowance Level 2</i>	Matching	Director SSHC <i>Managerial Allowance L2</i>
4	Head of Teaching and Evidence <i>Managerial Allowance Level 1</i>	Advertising	
5	Sexual Health Registrar (1 FTE)	Advertising	



No.	New Position Title	Advertising or Matching expected	Matched Position
6	Nurse Unit Manager Level 3, Sexual Health Services (1 FTE)	Matching	NUM 3, SSHC (1 FTE)
7	Clinical Nurse Specialist Level 2 (1 FTE) <i>(based at Short Street Centre)</i>	Advertising	
<b>SHBBV – Statewide and Clinical Support Service</b>			
1	Service Manager, Statewide and Clinical Support Service, NM5/AL7/SnrClinPsync/HM4 (1 FTE)	Matching	Service Coordinator, Adahps NM5 (1 FTE)
2	Manager, Allied Health Statewide and Clinical Support Service (1 FTE)	Matching	Allied Health Manager, The Albion Centre Senior Clinical Psychologist (1 FTE)
3	Manager, Clinical Outreach HM3/NM3/AH5/Snr Clin Psych (1 FTE)	Advertising	
4	Senior Social Worker, The Ankali Program L4 (1 FTE)	Advertising	
<b>Community Health Information Management Unit (CHIMU)</b>			
1	Manager D&A Data and Health Information HM3 (1 FTE)	Matching	Drug and Alcohol Service Health Information Officer, HM3 (1 FTE)
2	Manager Clinical Informatics and Health Information HM3 (1 FTE)	Advertising	
3	Manager, Data Quality, Governance and Reporting HM3 (1 FTE)	Matching	HARP Services Development and Informatics Manager, HM3 (1 FTE)
4	Community Health Informatics Analyst HM2 (1 FTE)	Advertising	
5	Community Health Senior Analyst Senior Analyst (1 FTE)	Matching	SSHC Senior Analyst* (1 FTE) <i>*After completion of SHBBV eMR migration project</i>
6	Community Health Informatics Analyst HM2 (1 FTE)	Matching	Coordinator, HARP Informatics HM 2 (1 FTE)
7	Health Information Manager HM2 (1 FTE)	Advertising	
8	Administration Officer AO4 (0.63 FTE)	Advertising	

## 6. Consultation

### 6.1 Development of the Proposal

Consideration of a revised SHBBV service model within SESLHD commenced around October 2020 as the challenges of having five HIV and Sexual Health Services operating largely independently within the district became increasingly evident.

To enable services to work in a more cohesive way and to improve overall management and governance of the respective services, a new position was created; Director Sexual Health and Blood Borne Viruses and was appointed to in January 2021.

An established expectation for the new Director Sexual Health and Blood Borne Viruses position at this time was to review the existing SHBBV services and to seek ideas, suggestions and feedback on a future structure that would best support contemporary, safe, effective and efficient delivery of clinical care and population-based interventions for this unique and vulnerable patient cohort.

In the period since January 2021, some key events and processes have contributed to forming the thinking behind the structure put forward for consultation with staff in this paper.

Firstly, the COVID-19 pandemic highlighted opportunities to enhance governance, coordination and communication between like services.

Secondly, the process of preparing for service accreditation that took place in 2022 identified areas of unwarranted variation in practice and duplication of effort.

The challenges posed to the sector by the emergence of mPox and the need to urgently set up a clinical response including a vaccination response again highlighted areas where a different team structure could enhance the ability to respond. Preparations for World Pride in early 2023 again highlighted these opportunities.

A clinical services planning process was undertaken in 2022 involving multiple forums with staff and surveys to seek input into the future direction for SHBBV services. That process of engagement yielded valuable insights.

An external review conducted by John Leary Consulting in 2023 of three teams providing HIV-related psychosocial care to better understand the work of these teams, engaged with relevant staff through interviews and surveys, and produced findings and associated recommendations that have informed the structure proposed in this paper.

Finally, an internal process to review data and health informatics management within PaCH was undertaken in 2023 and informed the proposed changes in relation to CHIMU.

### 6.2 Consultation Plan

This Restructure Consultation Paper and the draft position descriptions underwent consultation between 6 March 2024 and 21 June 2024.

The Health Services Union (HSU), the New South Wales Nurses and Midwives Association (NSWNMA) and the Australian Salaried Medical Officers Federation (ASMOF) were engaged in the consultation process.

## 7. 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.

## 8. Restructure Timeframe

Task	Documentation/Task	Timeframes (Indicative) Week Commencing
Consultation period with staff and unions commences	Restructure Consultation Paper and draft position descriptions	6 March 2024
Consultation period closes	Feedback provided to <a href="mailto:Marianne.Gale1@health.nsw.gov.au">Marianne.Gale1@health.nsw.gov.au</a>	21 June 2024
Feedback reviewed and considered	Restructure Consultation Paper Feedback from consultation	24 June 2024
Consultation document finalised incorporating any changes identified during consultation	Restructure Consultation Paper (Final)	8 July 2024
Approval by Chief Executive of the final structure and to proceed with implementation		5 August 2024
Written advice issued to affected staff	Letter to advise of 'affected status'	19 August 2024
Process of direct matching of affected staff to positions in the new structure	Letter to advise of matching to position	From 19 August 2024
Expressions of Interest circulated to affected staff at grade and classification		From 19 August 2024
Vacant positions advertised	Through merit selection recruitment process	From 19 August 2024
Selection process for positions commences	Assessment of applications and interviews	From 19 August 2024
Written advice issued to staff appointed to positions	Letter to advise of appointments	From 19 August 2024
Staff not matched or appointed to positions are declared excess	Letter to advise of excess status	From 14 October 2024

\* Note implementation will occur in two phases to balance service needs with the change process

## 9. Position Descriptions

No.	Position description	Internal Ref.
1	Service Manager, Sexual Health Services HM 4; or Allied Health Level 7 or Nurse Manager Level 5	T24/10806  T24/10807
2	Service Manager, KRC HM 4; or Allied Health Level 7 or Nurse Manager Level 5	T24/12602 T24/12604
3	Service Manager, Statewide and Clinical Support Service NM 5/AH L7/Senior Clinical Psychologist or HM 4	T24/10859 T24/44880
<b>SHBBV - HARP – Service name change to Deputy Director’s Unit</b>		
1	Deputy Director, SHBBV HM 4	T24/10808
2	Administration and Business Manager HM 3	T24/10809
3	Projects Manager, SHBBV HM 3	T24/10810
4	Aboriginal Sexual Health Manager, SHBBV HM 3	T24/44889
5	Education and Community Engagement Manager, SHBBV HM 2	T24/10811
6	Administration and Business Coordinator, SHBBV HM1	T24/10812
7	Personal Assistant to Director SHBBV and Deputy Director SHBBV HM 1	T24/10813
8	Community Engagement Coordinator HM 1	T24/10814
9	Health Information Officer SHBBV HEO	T24/10815
10	Administration Officer, SHBBV AO 5	T24/10878
<b>SHBBV - Kirketon Road Centre (KRC)</b>		
1	Administration and Office Manager HM 1	T24/10830
2	Head of Medical Services, KRC	T24/46358
<b>SHBBV - Sexual Health Services – SSHC, SSC, The Albion</b>		
1	Head of Medical Services, Sexual Health Services	T24/10832
2	Head of Teaching and Evidence <i>(no FTE attached)</i>	T24/10833
3	Senior Nurse, Sexual Health Services NM 4	T24/10834
5	Clinical Nurse Specialist, Level 2	T24/10837
6	Senior Administration Officer AO6	T24/10839
<b>SHBBV – Statewide and Clinical Support Service</b>		

No.	Position description	Internal Ref.
2	Allied Health Manager, Statewide and Clinical Support Senior Clinical Psychologist/Social Worker L5/Dietitian L5	T24/10861
3	Manager, Clinical Outreach HM 3 or Nurse Manager Level 3 / Allied Health L5/ Senior Clinical Psychologist	T24/10862 T24/10879
4	Senior Anjali Social Worker Social Worker Level 4	T24/13035
5	Anjali Social Worker Social Worker Level 3	T24/10863
6	Senior Dietitian Level 4	T24/10836
7	Dietitian Level 3	T24/46564
<b>Community Health Information Management Unit (CHIMU)</b>		
1	Manager Clinical Informatics and Health Information HM 3	T24/4109
2	Manager Data Quality, Governance and Reporting HM 3	T24/4106
3	Clinical Informatics Analyst HM 2	T24/4117
4	Community Health Snr Analyst	T24/4112
5	Community Health Reporting Analyst HM 2	T24/4111
6	Community Health Informatics Analyst HM 2	T24/10868
7	Health Information Manager HM2	
8	Administration Officer, AO4	T24/10869

## 10. Endorsement

### Executive Sponsor

<b>Name</b>	Dr Marianne Gale
<b>Position Title</b>	Director Population and Community Health, SESLHD
<b>Date</b>	5 July 2024

## Appendix 1

# SHBBV Naming Conventions

Directorate	SHBBV <b>streams</b>	Sexual Health <b>centres</b>
<p><b>Sexual Health and Blood Borne Virus Services</b></p>	Sexual Health Services	Short Street Centre
	Kirketon Road Centre	Sydney Sexual Health Centre
	Statewide and Clinical Support Services	The Albion Centre
	Deputy Director Unit	



## Appendix 2

### Administration and business functions

#### Central business team

SHBBV Administration and Business Manager  
HM3 – 1 FTE

**HR:** line management, provide leadership, briefs, business cases and PDs  
**Finance:** point of contact for the PaCH Business Coordinator  
**Facility management:** ensure that all SHBBV sites/buildings are functioning properly and efficiently  
**Strategy:** data collection and analysis, reporting, monitoring and evaluation of KPIs for strategic planning

Administration and Business Coordinator  
HM 1 – 1 FTE

**Support:** provide daily support to the HM3, provide training and support of systems/processes to users  
**Communication:** prepare reports, briefs, high level correspondence  
**HR:** extract workforce reports, ROB, Stafflink  
**Finance:** financial analysis in conjunction with HM3  
**Facility management:** process and manage maintenance requests

#### Local support partner

Administration Officer  
AO 5 – 1 FTE

Sexual Health Services

Administration Officer  
AO 5 – 1 FTE

Kirketon Road Centre

Administration Officer  
AO 5 – 1 FTE

Statewide and Clinical Support Services

The AO5 positions within the central business team will be allocated responsibility to support the three services. These positions will cover each other in terms of leave.

Key activities at each site for AO5:

**Support:** general admin support for the Service Manager and their teams  
**Meetings:** managing schedules, coordinating meetings, preparing correspondence, meeting minutes  
**Communication:** respond to queries, provide information and other correspondence  
**Systems:** update content manager, ROB and rostering  
**Procurement and finance:** ordering and maintaining supplies, processing invoices, billing  
**Travel:** assist with fleet car management and any other team travel requirements  
**Facility support:** maintenance queries for local sites  
**Audit:** support audit activities in services

\* Excludes clinical site admin