



**SESLHD Aged Care Single Assessment System Program  
Population and Community Health  
Restructure Paper**

November 2024



Consultation closed 24 October 2024



## Version Control

Version Number	Date	Details of Changes	Author
1.1	25 September 2024	Paper for Consultation	Dr Marianne Gale
2.0	4 November 2024	Final Restructure paper	Dr Marianne Gale

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## 1. Introduction

### 1.1 Background

The Aged Care Assessment Program (ACAP) provides aged care assessments to older people within hospital and community settings in South Eastern Sydney Local Health District (SESLHD). ACAP conducts assessments for inpatients of public and private hospitals, inclusive of the Justice Health and Forensic Medicine Malabar Facility as well as people living in the community. The assessments conducted by ACAP staff assist with determining a persons' eligibility for Government subsidised Aged Care services, including Community Home Care Packages or Residential Aged Care services.

Funding for aged care assessments is provided by the Commonwealth Department of Health and Aged Care (DoHAC) via a contract held by the NSW Ministry of Health (MoH).

In SESLHD, the Aged Care Strategy Unit, within Population and Community Health Directorate, provides strategic leadership and district coordination of ACAP. ACAP services are delivered by; Prince of Wales Hospital, Randwick (POWH), The Sutherland Hospital (TSH), and the third schedule affiliated health organisations Calvary Healthcare Kogarah (CHCK) and Uniting Care War Memorial Hospital (WMH) Waverley by service agreement. In addition, the ACAP Central Intake is delivered by Population and Community Health (PaCH) from leased premises at WMH.

The SESLHD ACAP consists of Team leaders, Clinical Nurse Specialists, Registered Nurses, Health Professionals in assessor roles, as well as administration officers that conduct non-clinical assessments, intake and scheduling. ACAP staff have undertaken specific training in My Aged Care and have aged care work experience.

Under ACAP there are two assessment program types that provide aged care assessment services: Aged Care Assessment Teams (ACAT) and Regional Assessment Services (RAS). In SESLHD RAS is only delivered by POWH.

ACAT carry out comprehensive clinical assessments. ACATs are teams of nursing and allied health professionals. Comprehensive assessments are for people with more complex needs. These assessments are for people who may need:

- a higher level of home care through the Home Care Packages Program
- residential aged care including respite
- transition care
- short-term restorative care

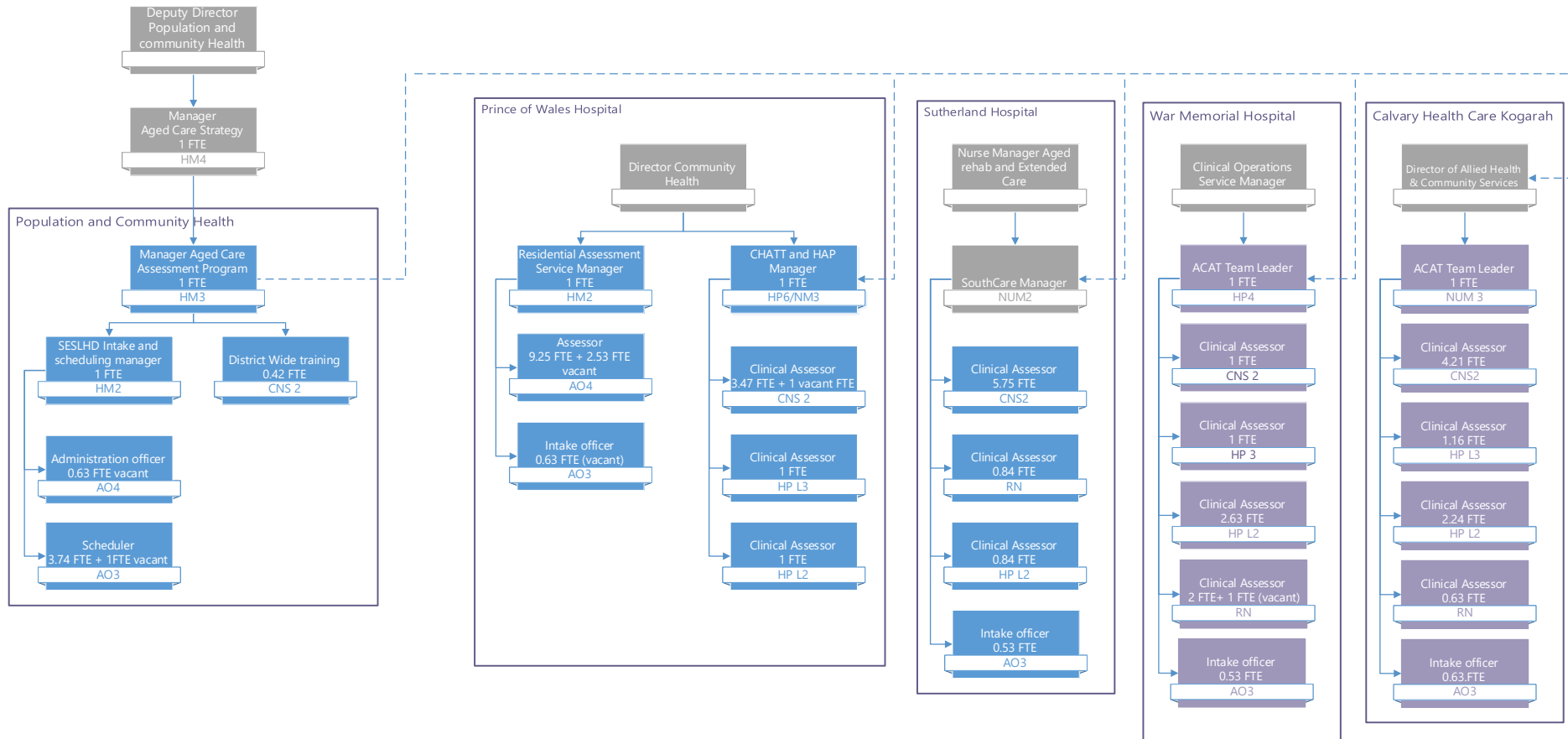
The RAS team carry out non-clinical home support assessments. Home support assessments are for people who may need entry-level support to help them stay at home. The Commonwealth Home Support Programme (CHSP) provides this type of support.

## **1.2 Current Organisation Structure**

The current ACAP structure has 55 full time equivalent (FTE) of which 41.63FTE are temporary. The organisational charts for the overall program and each individual service are included as per below:

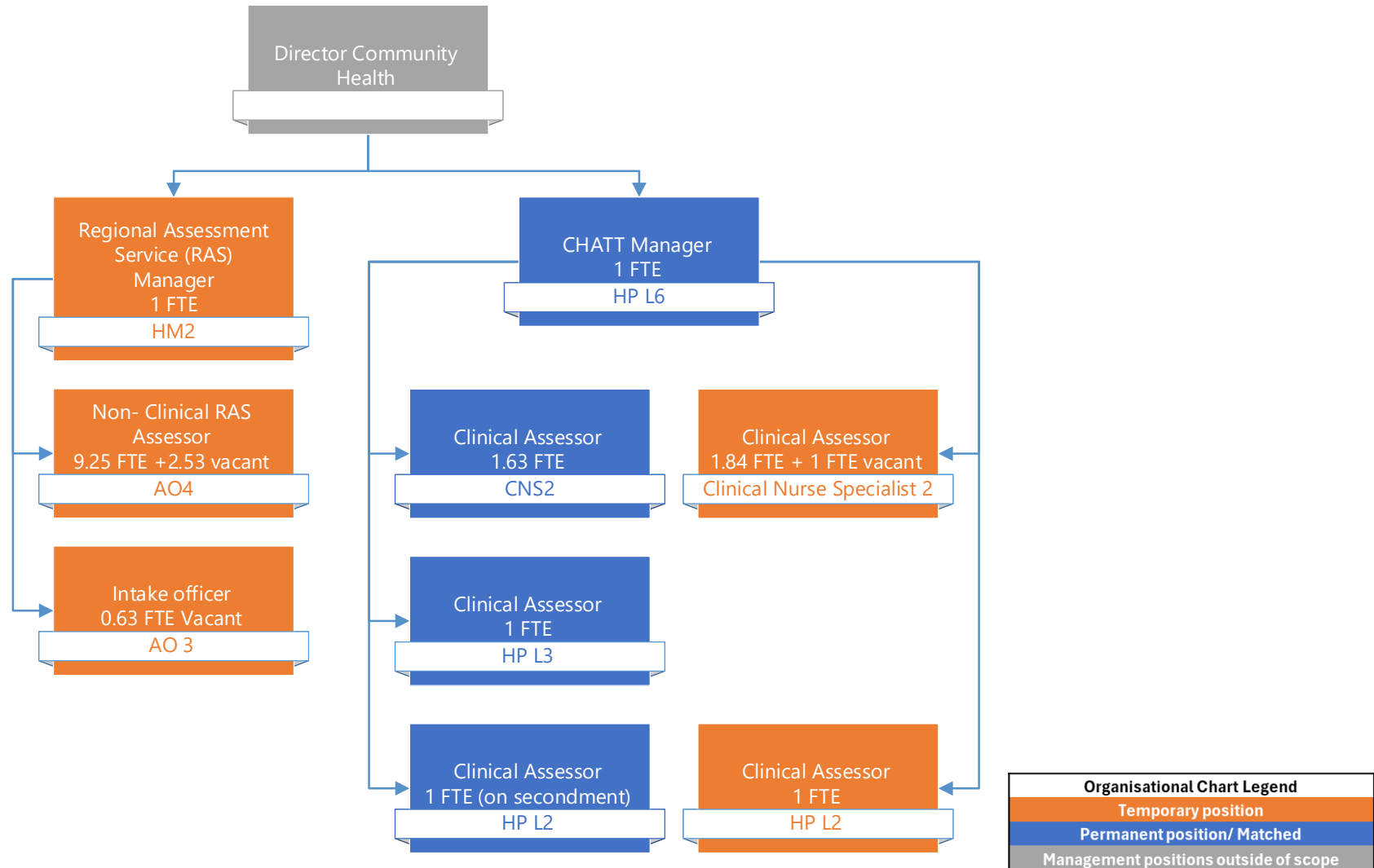
- SESLHD ACAP 1.2.1
- Prince of Wales Hospital ACAT and RAS 1.2.2
- The Sutherland Hospital ACAT 1.2.3
- Population and Community Health ACAT Intake 1.2.4
- War Memorial Hospital ACAT 1.2.5
- Calvary Health Care Kogarah ACAT 1.2.6

### 1.2.1 Current Organisational Charts ACAP



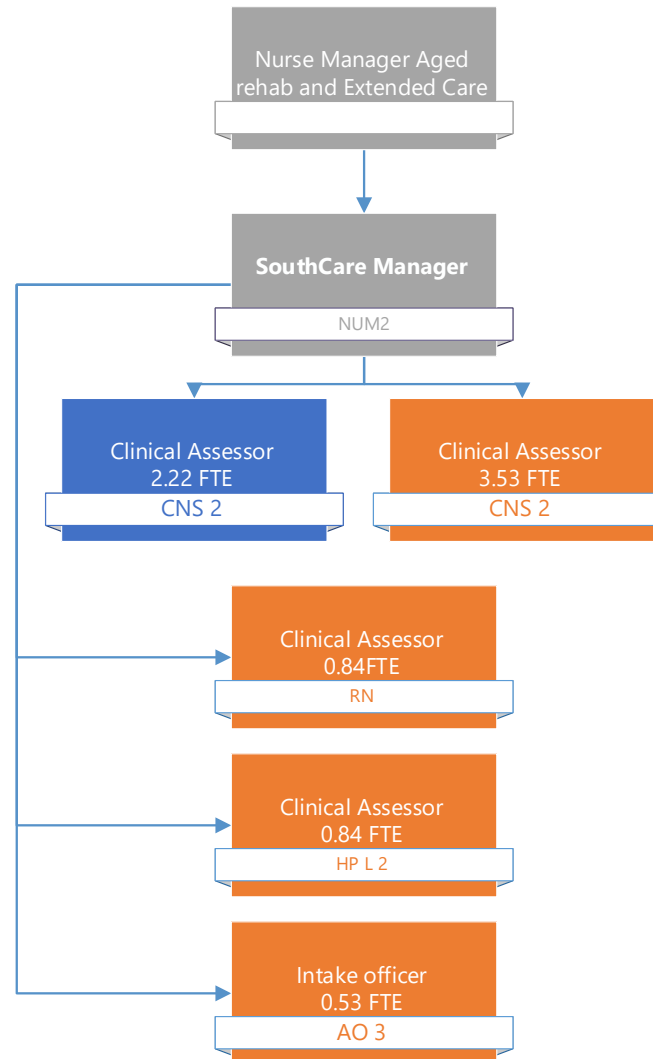
<b>Organisational Chart Legend</b>
SESALHD ACAT & RAS Positions
Third Schedule ACAT
Management positions outside of scope

### 1.2.2 Prince of Wales ACAT and RAS



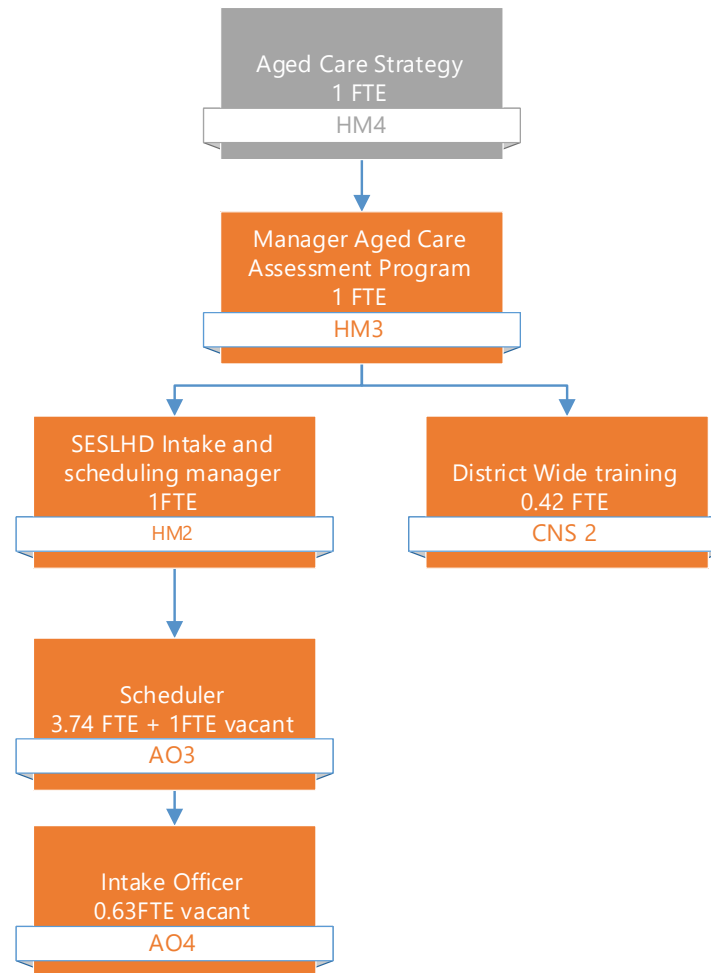


### 1.2.3 The Sutherland ACAT



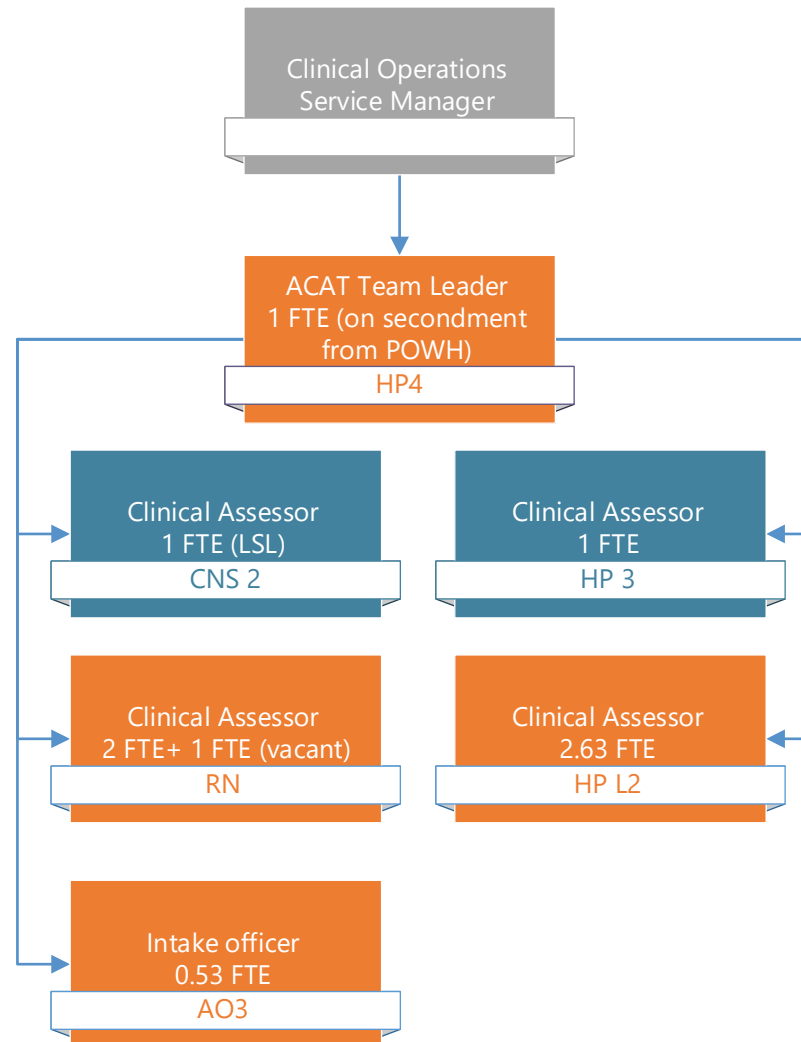
Organisational Chart Legend	
	Temporary position
	Permanent position/ Matched
	Management positions outside of scope

### 1.2.4 Population and Community Health ACAT



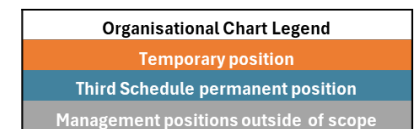
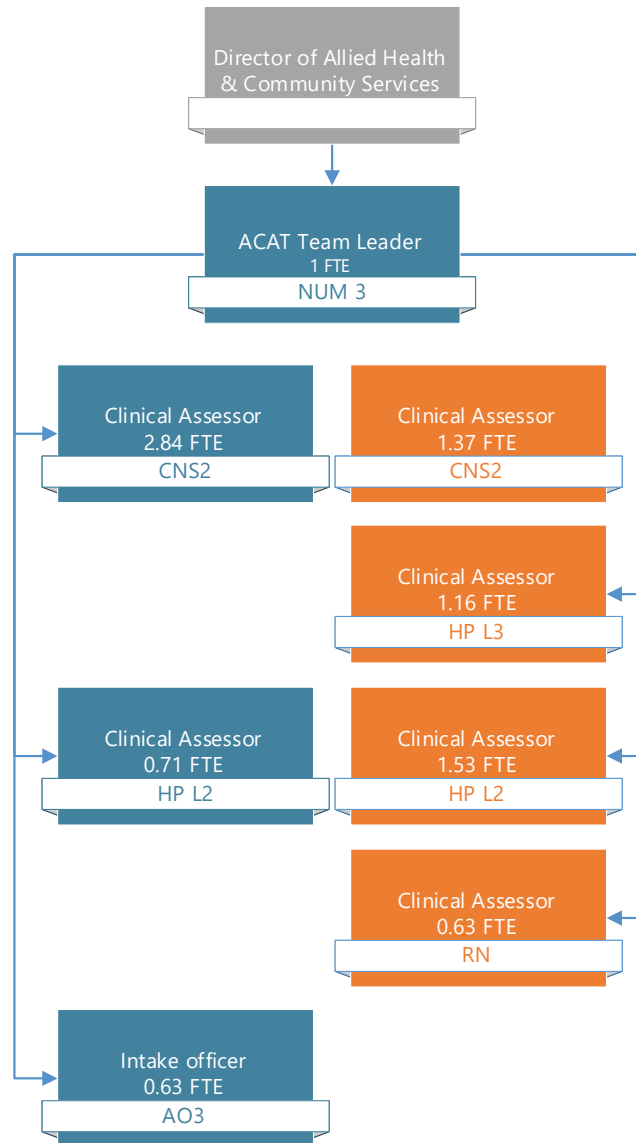
Organisational Chart Legend	
	Temporary position
	Management positions outside of scope

### 1.2.5 War Memorial Hospital ACAT



Organisational Chart Legend
Temporary position
Third Schedule permanent position
Management positions outside of scope

1.2.6 Calvary Health Care Kogarah ACAT



## 2. Proposed Organisation Structure

### 2.1 Case for Change

In 2021, the Royal Commission into Aged Care Quality and Safety inquired into the quality of aged care services in Australia, whether those services were meeting the needs of the community, and how they could be improved in the future. Recommendation 28 of the inquiry was that the Australia Government establish a single aged care workforce empowered and trained to do all the assessments that they need across both home and residential care. The Single Assessment System will ensure older people have a more-streamlined assessment experience and receive greater clarity about likely services. The establishment of a Single Assessment System aims to simplify and improve the experience of older people by providing a flexible system that can quickly adapt to their aged care needs.

The Commonwealth DoHAC commenced implementing a new single aged care assessment system on 1 July 2024. The new single assessment system combines the services currently provided by ACAT, RAS and Australian National Aged Care Classification (AN-ACC) functions.

As part of the establishment of a single aged care assessment system the current “block-funded” budget arrangements will transition to an activity-based model.

In response to the impending changes implemented by the Commonwealth, the SESLHD Aged Care Reform Executive Committee considered the requirements of the new single assessment system against the current structure and determined that a new single assessment service structure in SESLHD was necessary and that there would be advantages for the single service to be managed by PaCH.

### 2.2 Key Changes

Under the proposed restructure, ACAP and RAS will transition from programs managed and delivered by POWH, TSH, PaCH, CHCK and WMH to a single SESLHD program managed by PaCH. In line with Commonwealth DoHAC naming conventions for the new aged care assessment system, the new service will be named the **Aged Care Single Assessment Service Program** and will comprise of two teams, located in the north and south of SESLHD. Key positions that will be established to lead the Aged Care Single Assessment System Program include;

**Manager, Single Assessment System Program: Health Manager Level 3**

This position provides leadership to SESLHD's Single Assessment System Program including managing human, financial, material and capital resources to provide a high quality, efficient service that meets key performance indicators and financial accountabilities of the Program.

**Team Leader, Single Assessment System Program: Health Professional Level 6 or Nursing Unit Manager Level 2\***

Two team leaders, reporting to the Manager, Single Assessment System Program will provide operational management of the southern and northern based teams. The Team Leader will plan, coordinate, lead and manage human, financial, material and capital resources to provide a high quality, efficient service that meets key performance indicators and financial accountabilities of the Program.

*\*Subject to formal grading*

**Quality and Service Development Manager, Single Assessment System Program: Health Professional Level 5 or Nurse Manager Level 1\***

This position will provide speciality support for the management of Aged Care Assessments to support the efficient and effective operation of the Single Assessment System Program to achieve business and service objectives. This position will facilitate, develop and deliver aged care training activities to the Aged Care Single Assessment System Workforce and coordinate quality and safety initiatives across the Program. This position will support the Manager, Single Assessment System Program in the delivery of systems, policy, intake and scheduling processes, monitoring and reporting to ensure safe, quality, and efficient services.

*\*Subject to formal grading*

**The organisational structure for the Aged Care Single Assessment System Program is included at 2.3.**

**Professional reporting lines**

\*Nurses professional reporting line will be to the Nursing lead on the PaCH Executive Team (currently the Deputy Director, PaCH).

\*Allied Health professional reporting line will be to the Allied Health lead on the PaCH Executive Team (currently the Director of Child Youth and Family Services).

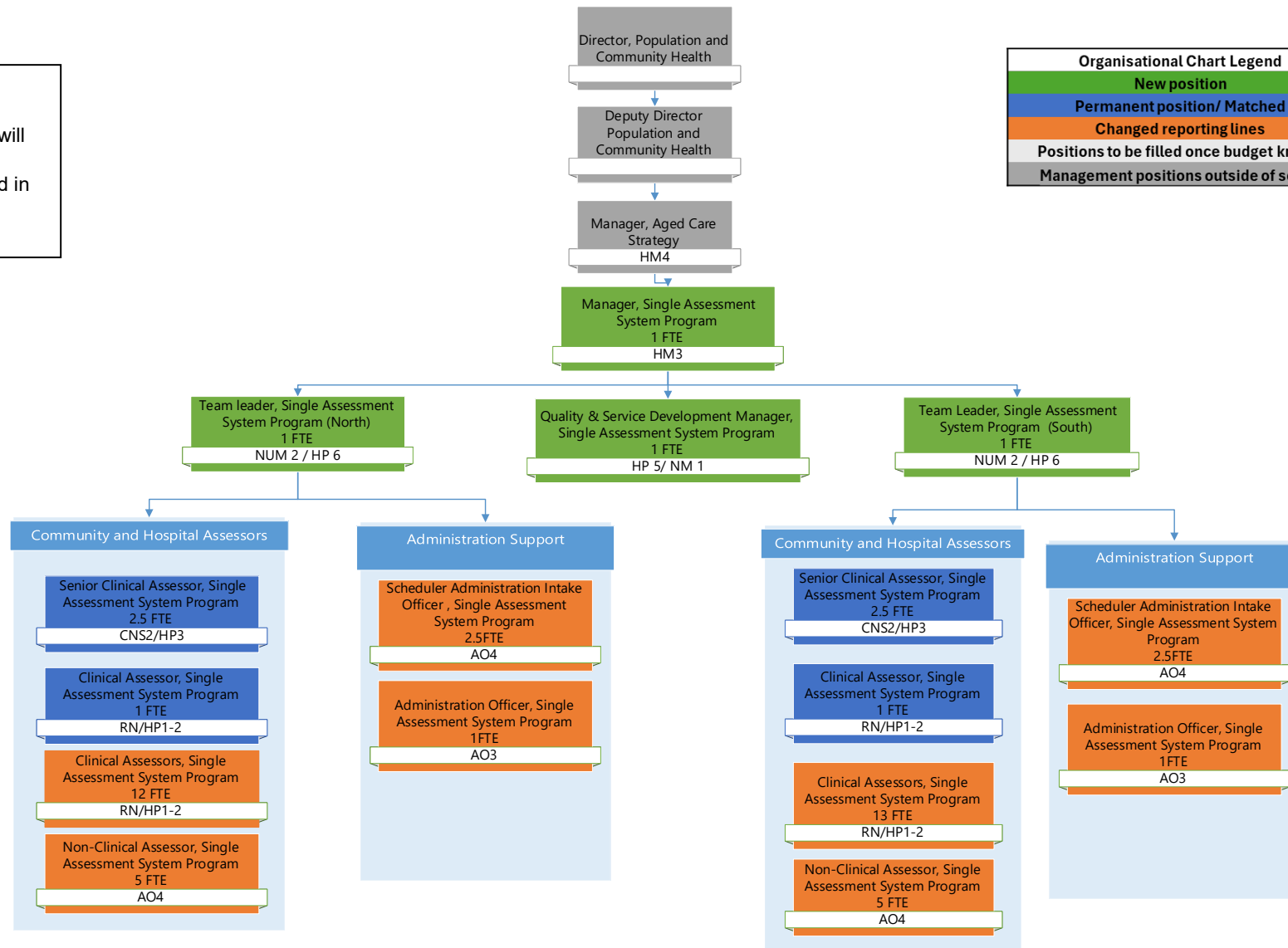
## **Delegate Roles**

In accordance with the Statement of Requirement for tender, organisations must provide Delegates, this will include clinical and non-clinical roles. In the new structure any staff member who meets the minimum qualification and training requirements as outlined by the DoHAC can perform the function as a delegate within their role. Clinically qualified delegates have minimum qualifications of tertiary health related degree.

### 2.3 Aged Care Single Assessment System Program Organisation Chart

Due to the nature of Commonwealth funding, all positions in the new structure will be temporary 3-year + 2- year positions, except those marked in dark blue where permanent SESLHD staff will be matched

Organisational Chart Legend	
	New position
	Permanent position/ Matched
	Changed reporting lines
	Positions to be filled once budget known
	Management positions outside of scope



Note 1: Manager (HM3) – New position. Current permanent SESLHD staff member to be matched to the position.

Note 2: As funding for Residential Aged Care (RAC) functions become known additional positions in the team may be established



### 3. Changes to Positions

#### 3.1 Changes to positions – SESLHD permanent roles

Current position	Current grade	Position	Grade	Nature of change	Comments
CHATT Manager POWH	HP6	Manager, Single Assessment System Program	HM3	Matched to suitable position	Position to manage the Aged Care Single Assessment System Program, reporting to the Manager, Aged Care Strategy.  Direct reports: <ul style="list-style-type: none"> <li>Team Leader, Single Assessment System Program, (North)</li> <li>Team Leader, Single Assessment System Program, (South)</li> <li>Quality &amp; Service Development Manager, Single Assessment System Program,</li> </ul>
TSH ACAT Clinical Assessor	CNS2	Senior Clinical Assessor, Single Assessment System Program	CNS2	Matched to suitable position	2.22 FTE permanent incumbents
POWH ACAT Clinical Assessor	CNS2	Senior Clinical Assessor, Single Assessment System Program	CNS2	Matched to suitable position	1.63 FTE permanent incumbents
POWH ACAT Assessor	HP3	Senior Clinical Assessor, Single Assessment System Program	HP3	Matched to suitable position	1 FTE permanent incumbents
POWH ACAT Assessor	HP2	Clinical Assessor, Single Assessment System Program	HP2	Matched to suitable position	1 FTE permanent incumbents
SouthCare Manager	NUM2	Nil	N/A	Position affected	1 FTE – change of direct reports. Role to remain at TSH.

### 3.2 New Positions

No.	Position Title	Summary of Change
1	Manager, Single Assessment System Program HM3 1 FTE	Position to lead the Single Assessment System Program Reports to the Manager, Aged Care Strategy Direct reports <ul style="list-style-type: none"> <li>• Team Leader (North), Single Assessment System Program</li> <li>• Team Leader (South), Single Assessment System Program</li> <li>• Quality &amp; Service Development Manager, Single Assessment System Program</li> </ul>
2	Team Leader, Single Assessment System Program HP6 / NUM2 2 FTE (North / South Team Leader)	Reports to Aged Care Assessment Program Manager Direct reports to each Team Leader position: <ul style="list-style-type: none"> <li>• 16.5 FTE clinical staff and</li> <li>• 8.5 FTE Administration Officer</li> </ul>
3	Quality and Service Development Manager, Single Assessment System Program HP5 / NM1 1 FTE	Reports to Aged Care Assessment Program Manager Oversees training and education of ACAP team Ensure quality and safety in aged care assessment services

### 3.3 Changes for temporary SESLHD staff

No.	Position Title	Summary of Change
1	Clinical Assessor Temporary CNS2/HP3	Invite to express an interest in any vacant 3-year plus 2-year <sup>1</sup> role in new structure at the time of implementation or Honour current contract until 30 June 2025
2	District wide training Temporary CNS2	Invite to express an interest in any vacant 3-year plus 2-year role in new structure at the time of implementation or Honour current contract until 30 June 2025 in a clinical assessor role
3	Clinical Assessor Temporary RN/HP2	Invite to express an interest in any vacant 3-year plus 2-year role in new structure at the time of implementation
4	Manager Aged care Assessment Program Temporary HM3	Invite to express an interest in any vacant 3-year plus 2-year role in new structure at the time of implementation
5	SESLHD Intake and Scheduling Manager Temporary HM2	Invite to express an interest in any vacant 3-year plus 2-year role in new structure at the time of implementation
6	Scheduler Temporary AO3	Invite to express an interest for AO3 or AO 4 positions for 3-year plus 2-year role in new structure at the time of implementation
7	Non-Clinical RAS Assessor Temporary AO4	Invite to express an interest in any vacant 3-year plus 2-year role in new structure at the time of implementation
8	Intake Officer Temporary AO4	Vacant

<sup>1</sup> A 3-year plus 2-year<sup>1</sup> is a three-year contract, and the employee has the opportunity at the end of the three years to extend (the current contract) for a further two year period (without having to reapply).

### 3.4 Changes for Calvary Health Care Kogarah and War Memorial Hospital staff

#### 3.4.1 Calvary Healthcare Kogarah ACAP

No.	Position Title	Summary of Change
1	ACAT Team Leader Permanent NUM3	Invite to express an interest in any vacant 3-year plus 2-year Aged Care Single Assessment System Program position in the new structure at the time of implementation
2	Clinical Assessor Permanent CNS2/HP3	Invite to express an interest in any vacant 3-year plus 2-year Aged Care Single Assessment System Program position in the new structure at the time of implementation
3	Clinical Assessor Temporary CNS2/HP3	Invite to express an interest in any vacant 3-year plus 2-year Aged Care Single Assessment System Program position in the new structure at the time of implementation or Offer SESLHD temporary contract at current grade until 30 June 2025
4	Clinical Assessor Permanent RN/HP2	Invite to express an interest in any vacant 3-year plus 2-year Aged Care Single Assessment System Program position in the new structure at the time of implementation
5	Clinical Assessor Temporary RN/HP2	Invite to express an interest in any vacant 3-year plus 2-year Aged Care Single Assessment System Program position in the new structure at the time of implementation or Offer SESLHD temporary contract at current grade until 30 June 2025
6	Intake Officer Permanent AO3	Invite to express an interest in any vacant 3-year plus 2-year Aged Care Single Assessment System Program position in the new structure at the time of implementation

### 3.4.2 War Memorial ACAP

No.	Position Title	Summary of Change
1	ACAT Team Leader Permanent HP 4	N/A – Vacant  <i>NB: See Table 3.1 re SESLHD employee currently seconded to this role</i>
2	Clinical Assessor Permanent CNS2/HP3	Invite to express an interest in any vacant 3-year plus 2-year Aged Care Single Assessment System Program position in the new structure at the time of implementation
3	Clinical Assessor Temporary RN/HP2	Invite to express an interest in any vacant 3-year plus 2-year Aged Care Single Assessment System Program position in the new structure at the time of implementation or Offer SESLHD temporary contract at current grade until 30 June 2025
4	Administration Officer Temporary AO3	Invite to express an interest in any vacant 3-year plus 2-year Aged Care Single Assessment System Program position in the new structure at the time of implementation

### 3.5 Principles for restructure

SESLHD permanent staff will be matched to a suitable position in the new structure and retain their permanent status.

Under the new structure the remaining vacant positions will then be filled by an Expression of Interest process among existing ACAP staff from SESLHD, CHCK and WMH.

All CHCK and WMH employees will be invited to express an interest in any vacant position and if successful will be offered a 3-year plus 2-year contract as a SESLHD employee in the new structure. CHCK and WMH temporary clinical assessor staff may choose to accept a SESLHD temporary contract at their current grade until 30 June 2025.

SESLHD temporary staff will be invited to express an interest in any vacant position and if successful will be offered a 3-year plus 2-year contract in the new structure. SESLHD temporary clinical assessor staff and the district wide trainer, may choose to remain on their current temporary contract until 30 June 2025, working as clinical assessors.

#### 4. Consultation

This Restructure Consultation Paper and draft position descriptions was released for consultation between 26 September and 24 October 2024.

Written feedback was provided to a central mailbox and responses provided.

The New South Wales Nurses and Midwives Association (NSWNMA) and the Health Services Union (HSU) were notified and provided with the Restructure Consultation Paper. A meeting was held with the NSWNMA and email correspondence was addressed.

Consultation was conducted in accordance with NSW Health Policy Directive PD2012\_021 *Managing Excess Staff of the NSW Health Service*.

## Staff Considerations

### SESLHD

Key contact officers:

- Tony Jackson, Deputy Director, Population and Community Health  
[tony.jackson@health.nsw.gov.au](mailto:tony.jackson@health.nsw.gov.au)
- Louise Johnson, Head People and Culture Business Partnering and Employee Relations, People and Culture, Workforce Advisory Services SESLHD  
[louise.johnson1@health.nsw.gov.au](mailto:louise.johnson1@health.nsw.gov.au)

### Calvary Health Care Kogarah

Key contact officers for staff of CHCK:

- Andrea Ness, General Manager, CHCK  
[andrea.ness@health.nsw.gov.au](mailto:andrea.ness@health.nsw.gov.au)
- Helene Delinicolis, HR Manager, CHCK  
[helene.delinicolis@health.nsw.gov.au](mailto:helene.delinicolis@health.nsw.gov.au)
- HR: CHCK  
[CHC-Kogarah-HR@health.nsw.gov.au](mailto:CHC-Kogarah-HR@health.nsw.gov.au)

### War Memorial Hospital

Key contact officers for staff of WMH

- Jane McGuire, General Manager, WMH  
[jane.mcguire@health.nsw.gov.au](mailto:jane.mcguire@health.nsw.gov.au)

### Employee Assistance Program

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

## 5. Restructure Timeframe

Task	Documentation/Task	Timeframes (Indicative)
Consultation period with staff and unions commences	Restructure Consultation Paper and draft position descriptions	26 September
Consultation period closes	Feedback provided to <a href="mailto:SESLHD-Unified-ACAP@health.nsw.gov.au">SESLHD-Unified-ACAP@health.nsw.gov.au</a>	24 October
Feedback reviewed and considered	Update Restructure Consultation Paper	1 November
Consultation document finalised incorporating any changes identified during consultation	Restructure Consultation Paper (Final)	4 November
Approval by Chief Executive of the final structure and to proceed with implementation	CE approval	8 November
<b>Phase 1 Implementation</b>		
Manager (HM3) Position matched	Affected letter and immediate start in matched position	18 November
Permanent SESLHD staff matched	Letter of offer advising matched and start date 3rd February	18 November
EOI process for all temporary positions	EOI open for existing ACAP and RAS staff in SESLHD, WMH and CHCK	18 November
EOI closes		25 November
Recruit management positions	Review applications and schedule interviews	26 November
Interview for management positions	Complete interviews for management positions	29 November
Notify successful candidates-management positions	Verbal notification to preferred candidate, with start date 28 January	2 December
Notify staff of appointment to all other positions	Letters of offer, with start date 3 February	10 December
Letter of offer	Formal letter of offer once ROB process completed	18 December
Any residual vacancies managed as per routine recruitment	External recruitment process	December 2024




## 6. Position Descriptions

Final Position Descriptions will be sent to staff with the expression of interest

No.	Document description
1.	Manager, Single Assessment System Program HM3
2.	Team Leader, Single Assessment System Program NUM2/HP 6
3.	Quality and Service Development Manager, Single Assessment System Program NM1/HP5
4.	Senior Clinical Assessor, Single Assessment System Program CNS2/HP3
5.	Clinical Assessor, Single Assessment System Program RN/HP1-2
6.	Non-Clinical Assessor, Single Assessment System Program AO4
7.	Scheduler Administrative Intake Officer, Single Assessment System Program AO4
8.	Administrative Officer, Single Assessment System Program AO3

## 7. Endorsement

### Executive Sponsor

<b>Name</b>	Dr Marianne Gale
<b>Position Title</b>	Director, Population and Community Health
<b>Signature</b>	
<b>Date</b>	4 November 2024