

## Central Coast Local Health District

# PROPOSED SERVICE CHANGE TO PATIENT SERVICES

## 1. PURPOSE

The purpose of proposed change is:

- to ensure the right resources are available to support timely patient care,
- to ensure that effective support services are provided,
- to ensure best rostering practices, and
- to provide comparable Patient Services with peer hospitals.

**These proposed changes will ensure the most effective use of our workforce and ensure that maximum resources are allocated to caring for our patients.**

Feedback is sought from staff and industrial organisations regarding the proposal as part of a structured consultation process.

## 2. BACKGROUND

After receiving feedback and gathering information from peer facilities within NSW Health, Sydney metropolitan, and regional areas, we found that our administrative staffing levels are higher than other similar hospitals. We looked at how other hospitals manage their administrative support and found that all have either limited to no administration support in the evenings and on weekends.

This has highlighted the need for the proposed change in how we allocate admin support resources for our hospitals (Gosford, Woy Woy, and Wyong).

## 3. PATIENT SERVICES – GOSFORD & WOY WOY HOSPITALS

### 3.1 Inpatient Unit (IPU) ADMINISTRATION OFFICER RESTRUCTURE

#### Current Service Model

- 23 IPUs across Gosford Hospital and 3 IPUs at Woy Woy Hospital (as noted in Attachment 1) with a dedicated IPU Administration Officer (AO) resource for each unit.
- 07:00 – 19:30 Monday – Sunday standard roster pattern; 10 Gosford IPUs rove weekends 07:00 – 21:30; 2 Woy Woy IPUs rove weekends 08:00 – 20:00.
- Gosford IPUs H3, K5, J5, J8 have extended evening support 07:00 - 21:30 Monday-Friday.

#### Proposed Service Model

- IPU AO rostered to the majority of IPUs from 07:00 – 17:30, Monday – Friday; roving 3 IPUs per AO from 07:00 – 17:30, Saturday – Sunday, and Public Holidays (as noted in Attachment A1).
- Introduction of 10-hour shift pattern and transition of all non-shift employees to shift employees in line with rostering best practices.
- Monday – Friday shift start/finish times may be adjusted to suit specific IPU requirements shifts based on a 10-hour pattern, where appropriate.
- A Standard Operating Practice (SoP) for roving multiple IPUs (as noted in Attachment 2) outlines the prioritisation of essential tasks and seeking additional assistance when required. The Task List for IPU AOs (as noted in Attachment 3) provides an outline of the day-to-day tasks they may perform.
- 10-hour shift pattern provides support to 17:30 to assist IPUs after the 15:30 nursing handover, during peak discharge times, and increased visitation demands/incoming calls from patient families.
- Implement a 24/7 administration support roster in IPU K5 (Birthing Suite) that will be available to provide non-admitted patient (NAP)ing support for Maternity Services and administration support for afterhours Newborn and Paediatric emergency transport service activity.



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- J5 Surgical Centre will continue to receive extended support until 21:00 Monday – Friday (2 shifts/day), the endoscopy shift will be absorbed into the Surgical Centre shift 2 with additional support provided by the Admin Hot Desk if required.
- Introduce a remote after-hours Admin Hot Desk staffed with an AO Level 3, operational from Monday – Friday from 17:30 – 07:00 (2 shifts/day) and from 10:00 – 07:30 Saturday - Monday, potentially co-located with the Gosford After Hours Nurse Manager (AHNM)/Patient Flow Unit. The Admin Hot Desk AO will be available by telephone, fax or MS Teams to complete IPU direct admissions, bed transfer and discharge tasks required by the IPUs, based on the urgency of the task, maintaining a task completion log of their activity each day. Advice on prioritising of tasks will be sought from the AHNM during the shift, if required.
- At Woy Woy Hospital, a dedicated IPU AO is rostered to each IPU between 07:30 – 16:00, with roving support from 16:00 – 18:00 Monday – Friday and between 08:00 – 18:00 on Saturday – Sunday. This change considers the reduced activity from the recent closure of the after-hours GP service. Additional after-hours support will also be available through the remote Admin Hot Desk located at Gosford.
- Enhanced after-hours support for Woy Woy to redirect phone calls from 20:00 to 07:00 to the Gosford hospital switchboard.

### Proposed Change Impact

With the introduction of 10-hour shifts, Gosford and Woy Woy Hospitals IPU administration employees will be impacted as follows:

- There will be 76 full-time and part-time employees impacted by the proposed changes, either through a change from non-shift to shift; an increase in shift length; or a change in shift pattern. Specifically:

Current	Proposed	Impacted Staff
<b>GOSFORD</b>		
13 Full-Time employees	18 Full-Time employees	+ 5 full-time positions
57 Part-time employees	31 Part-time employees comprising: 2 employees x 32hrs/wk. 4 employees x 30hrs/wk. 5 employees x 28hrs/wk. 1 employee x 25hrs/wk. 3 employees x 23hrs/wk. 4 employees x 21hrs/wk. 8 employees x 20hrs/wk. 4 employees x 17.5hrs/wk.	-26 part-time employees
<b>WOY WOY</b>		
6 Part-time employees	5 Part-time employees comprising: 1 employee x 32.5hrs/wk. 1 employee x 30hrs/wk. 1 employee x 26hrs/wk. 1 employee x 17hrs/wk. 1 employee x 5 hrs/wk.	-1 part-time employee

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With the introduction of 10-hour shifts, Gosford Hospital IPU administration employees will be impacted as follows:

- 19 permanent non-shift employees, comprising 9 full-time and 10 part-time employees, will be affected through a change from non-shift to shift employment status.
- There are approximately 29 part-time employees who would be required to increase their contracted hours to meet the new rostering pattern. Approximately 2 part-time employees would need to decrease their contracted hours to meet the new rostering pattern.
- Approximately 26 part-time employees will be affected, noting that there is an opportunity for 5 of these employees to increase their hours to full-time employment.

With the introduction of 10-hour shifts, Woy Woy Hospital IPU administration employees will be impacted as follows:

- 1 x 20-hour employee Permanent Part Time (PPT) will be affected.
- 1 x 4-hour employee (PPT) would be required to increase their contracted hours by 1 hour to a 5-hour profile.
- 1 x 16-hour employee (PPT) would be required to increase their contracted hours by 1 to a 17-hour profile.
- 1 x 24-hour employee (PPT) would be required to increase their contracted hours permanently to a 26-hour profile (but can temporarily increase hours to a 30-hour profile until the end of reduced hours maternity, up to 29/06/2025).
- 1 x 30-hour (substantive) employee is not affected by the change, but will be required to temporarily increase their reduced hours for return from maternity leave from 24 hours to 26 hours up to 29/06/2025).
- 5 x employees to transition rotating 10-hour shift pattern.

### 3.2 PATIENT SERVICES MANAGEMENT RESTRUCTURE

Currently, Patient Services (Gosford & Woy Woy) provides people management, recruitment, training, operational process review and revenue generation activities for 287 employees, supporting 42 different clinical services and 5 internal operations such as District Switchboard, Surgical Admissions and Patient Liaison Officers. The Manager, of Clinical Administrative Services has direct line management accountability for 79 FTE, some 130 individual staff members.

The proposed restructure is an opportunity to realign team management responsibilities across the Patient Services Leadership group. The restructured IPU AO team would merge with the current relief and casual team, with a changed reporting line. The current Department Secretaries for Cardiology, Neurology, Endocrinology, Geriatric Medicine and Rehabilitation Medicine would change reporting lines with no change to positions.

#### Current Service Model

- Non-aligned FTE management structure within Patient Services, Gosford & Woy Woy (as noted in attachment A4).
- Limited training opportunities provided to AOs impacting revenue generation, skills, and knowledge.

#### Proposed Service Model

- Review Team Leader – Recruitment, Leave & Rostering, and change reporting lines for improved alignment for FTE management across Patient Services.
- Transition restructured IPU AOs reporting line from Manager, Clinical Administrative Services to the reviewed Team Leader - Recruitment, Leave & Rostering, to streamline rostering and financial reporting (as noted in attachment A5).
- Transition the current reporting line for department secretaries from Patient Services Manager to Manager, Clinical Administrative Services and, transition the current reporting line for Patient Services Supervisors to Patient Services Manager (as noted in attachment A5).

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### Proposed Change Impact

The proposed changes to the Patient Services' organisational structure may impact Patient Services' employees as follows:

- 1 employee (Team Leader – Recruitment, Leave & Rostering) may be impacted through the review of the position.
- 10 AO Level 3 department secretaries may have a changed reporting line to Manager, Clinical Administrative Services, with no change to FTE.
- 4 patient services supervisors may have a changed reporting line to the Patient Services Manager, with no change to FTE.
- The restructured IPU AOs may have a changed reporting line to the reviewed Team Leader – Recruitment, Leave & Reporting role.

### 4. RESTRUCTURE SCOPE

The scope of the restructure is limited to Clinical Support Services, Gosford/Woy Woy Hospitals. There will be consultation with other stakeholders.

### 5. PROPOSED CHANGE TO ORGANISATIONAL STRUCTURE

Refer to attachment A5.

### 6. INFRASTRUCTURE/SPACE IMPACT

There will be a requirement to identify an appropriate workstation for the AO3 Admin Hot Desk at both sites, adjacent to the After-Hours Nurse Manager or Patient Flow Office.

### 7. BENEFITS

- All proposed shifts and times are matched to demand and provide the opportunity for full-time staff to work fewer days without a salary reduction.
- At Gosford Hospital, full-time staff also have opportunities for additional consecutive days off and an opportunity to increase their annual salary through weekend and public holiday penalties. Additionally:
  - Full-time staff have 5 varying 10-hour roster patterns and 2 x 8-hour roster patterns for consideration, and an opportunity to nominate their preference during the consultation phase.
  - Part-time staff have 8 varying roster patterns and contracted hours for consideration and an opportunity to nominate their preference during the consultation phase.
  - Full-time and part-time staff have options to change 'IPU locations' without a change in roster pattern; 6 groups may move IPU locations without a change in roster pattern for greater agility of shared knowledge and skill set.
- A central point of administration contact is created for IPU staff after-hours to assist with timely bed movements.
- Review all roles and responsibilities to ensure that they are current and specific to the role being performed as part of the consultation process.
- Review of all SOPs and other documentation will be undertaken to ensure that it supports the new model.
- Fair and equitable rostering practices.

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### 8. CONSULTATION AND SUPPORT

A consultation process will be undertaken. This process will entail consultation with relevant union representatives and staff on the concept identified for service improvement.

Support available for staff will include:

- All staff will be given an opportunity to participate in the consultation. As part of the consultation process, staff forums/workshops will take place with impacted staff. These staff will be encouraged and supported by their managers and will be allowed sufficient time and resources to actively participate in the consultation process.
- Individual discussion with the affected/impacted employees providing clarity about the impact of the changes as soon as possible during the process
- Employee Assistance Program including free and confidential, face-to-face counselling is available to all staff through AccessEAP via self-referral by calling 1800 818 728.

### 9. BUSINESS RULES TO ALIGN EMPLOYEES TO POSITIONS

- A skills-based selection process for placing staff within the proposed roster, if required.
- Identified impacted and affected staff will be managed in accordance with the Workforce Mobility Placement Policy and the Managing Excess Staff of the NSW Health Service if required.

### 10. PROVIDING FEEDBACK

- All parties are invited to provide feedback to their line manager to discuss and resolve any change issues.
- Opportunity to engage in a Union Specific Consultative Committee meeting.
- Feedback may also be provided by scanning the QR code below:





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### 11. ATTACHMENTS

- Attachment A1 – Current & Proposed IPU Administration Support – Gosford & Woy Woy Hospitals.
- Attachment A2 – Draft Standard Operating Practice – Roving Multiple Inpatient Units.
- Attachment A3 – Task List - IPU AO.
- Attachment A4 – Current Patient Services (Gosford & Woy Woy) Organisational Structure.
- Attachment A5 – Proposed Patient Services (Gosford & Woy Woy) Organisational Structure.
- Attachment A6 – Draft Gosford IPU roster pattern.
- Attachment A7 – Draft Woy Woy IPU roster pattern.

### Document Details

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