

Business Case

Operations Mackay Portfolio, Mackay Hospital and Health Service (Phase 2 revision)

1. Purpose of Business Case

This document provides an overview of the revised business case for Phase 2 of the proposed restructure of the Operations Mackay Portfolio. It is intended to support consultation in relation to the proposed changes and invites feedback from affected employees and relevant unions on these proposed changes.

This proposed change is in accordance with government policy and relevant industrial obligations.

2. Background

An original version of the Phase 1 and 2 restructure proposal has been sent to staff and unions for consultation. Significant feedback has been received which has helped inform the revised proposal, which this document sets out.

Feedback was provided both formally and informally, in both verbal and written form, including at open group sessions.

Change from the original version are discussed below.

3. Proposed Changes and Reasoning

As a result of the engagement activity undertaken as part of the consultation exercise, a number of changes are now proposed in version two. These changes have been guided by feedback and are discussed below.

Overall structure

Significant feedback was received regarding which grouping which clinical areas should belong to. Consequently, it is proposed to change the original groupings. It is not possible to capture all relationships between clinical areas within a single delivery stream and it remains the case that all clinical areas continue to work both within and across streams as clinical needs best indicate.

The streams have been proposed to balance operational requirements with clinical linkages. This is listed in Appendix 2.



Tentative group names are:

Stream 1: Lifespan Medical and Critical Care Stream

Stream 2: Perioperative, Women's Health and Ambulatory Stream

Stream 3: Allied Health and Clinical Support Stream

Nursing Directors

There was mixed feedback around the concept of assistant nurse directors. Feedback included differences in opinion regarding the need for assistant nurse directors at all, variances to what areas should have assistant nurse directors, potential inequality in work distribution.

As a result of this, the assistant nurse director positions previously proposed have been removed from the proposed structure.

The proposal will retain four nursing directors, as is the case now, but only two would remain under the Operations Mackay Portfolio. The remaining two nurse director roles will be under other executive portfolios within the HHS. As a result of the wider HHS Executive Leadership Team realignment, a Nurse Director role will be created for Sarina Hospital within the Mental Health, Public Health and Rural Services portfolio. With this exception, the existing Nursing Director roles within this portfolio are unchanged. Within Mackay Operations, it is proposed there will be two Nursing Directors that are responsible for stream 1 and 2, with professional oversight for the relatively small number of nurses in stream 3 managed by the Nurse Director leading stream 2.

Sarina would have its own Director of Nursing, reporting through to the Executive Director of Mental Health, Public Health and Rural Services. This is identical to the original proposal.

The fourth Nursing Director would sit within The Mackay Institute of Research and Innovation. New and improved ways of delivering healthcare will be essential in the future and it is felt that significant emphasis on Nursing leadership to this area would yield benefits.

The two temporary nursing director positions in ED and theatre are proposed to continue until end of financial year, with review of any continuation performed prior to that time.

Business Managers and Administration

The review of the business managers was initially proposed to be part of the phase 3 realignment. However, feedback was given that this would be better incorporated into phase 2.

After feedback and further review, it is proposed that the Senior Business Manager will have professional, rather than operational oversight of the other Business and Service Managers.

It is proposed that the Service Manager of Medical Imaging also fulfils the same role

in support of Pharmacy, and with that exception it is proposed that Service Managers mostly maintain their current remit within this proposal. Those three substantive Business Managers will be allocated among the three streams, with an individual one-on-one discussion with each regarding preferences.

The Business Manager of Support Services role is proposed to become a Senior Administration Officer role for Stream 2, with Stream 1 and 2 both having a Senior Administration Officer. Stream 3 is somewhat smaller and contains more Service Managers.

It is proposed that the two senior administration officers for Stream 1 and 2 will report to the relevant Business Manager. Other administration who currently report to a business manager in Stream 1 and 2 will continue to report to the relevant business manager. This will be reviewed in phase 3.

It is proposed in stream 3, administration staff who previously reported to the Support Service business manager will report to the AO7 Support Services Manager on the same reporting line.

Business Administration Support Services is proposed to move under the operational management of the Senior Business Manager.

The temporary business manager in Emergency Department will continue as is until end of financial year, with review of any continuation performed prior to that time.

5. Recommendation

While there has already been significant consultation regarding the above, due to the amount of feedback that has influenced alterations, a further week has been proposed for any final feedback.

Following this feedback period, a decision will be made regarding finalizing the organizational design and implementing the proposal.

6. Next Steps

The following steps will be followed:

| Date | Activity |
|-----------|---|
| 17/1/2020 | Version 2 released for further consultation |
| 24/1/2020 | Feedback closes |
| 27/1/2020 | Decision regarding implementation made |

Supporting Employees through Change

We appreciate this may be a difficult time for affected employees. The following support activities are offered to support staff.

- encouragement to contact the Employee Assistance Service (EAS) on **1800 604 640**. This confidential service can be accessed through self-referral to OPTUM, the external EAP service provider. Services are available 24 hours a day, seven days a week, and 365 days a year, at no cost. Counselling services are available face to face or by telephone. Additional information available at: <http://qheps.health.qld.gov.au/eap/>
- availability of Organizational Unit management to support staff.

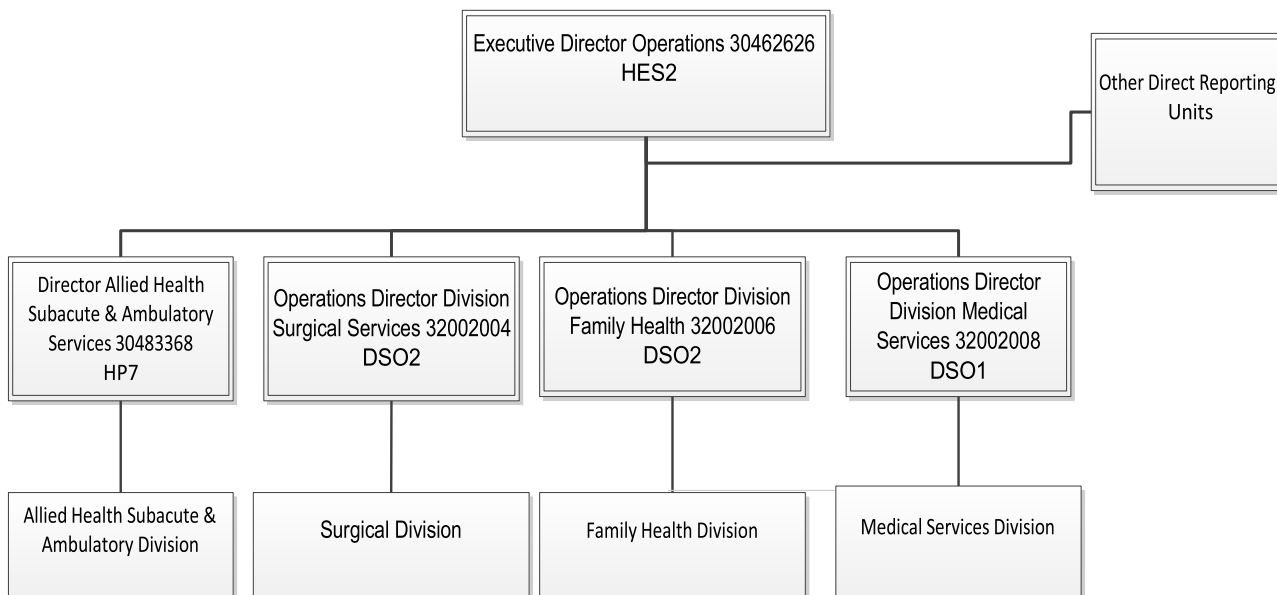
7. Feedback contacts

Stakeholders are invited to provide feedback by 24th January 2020 regarding the business case.

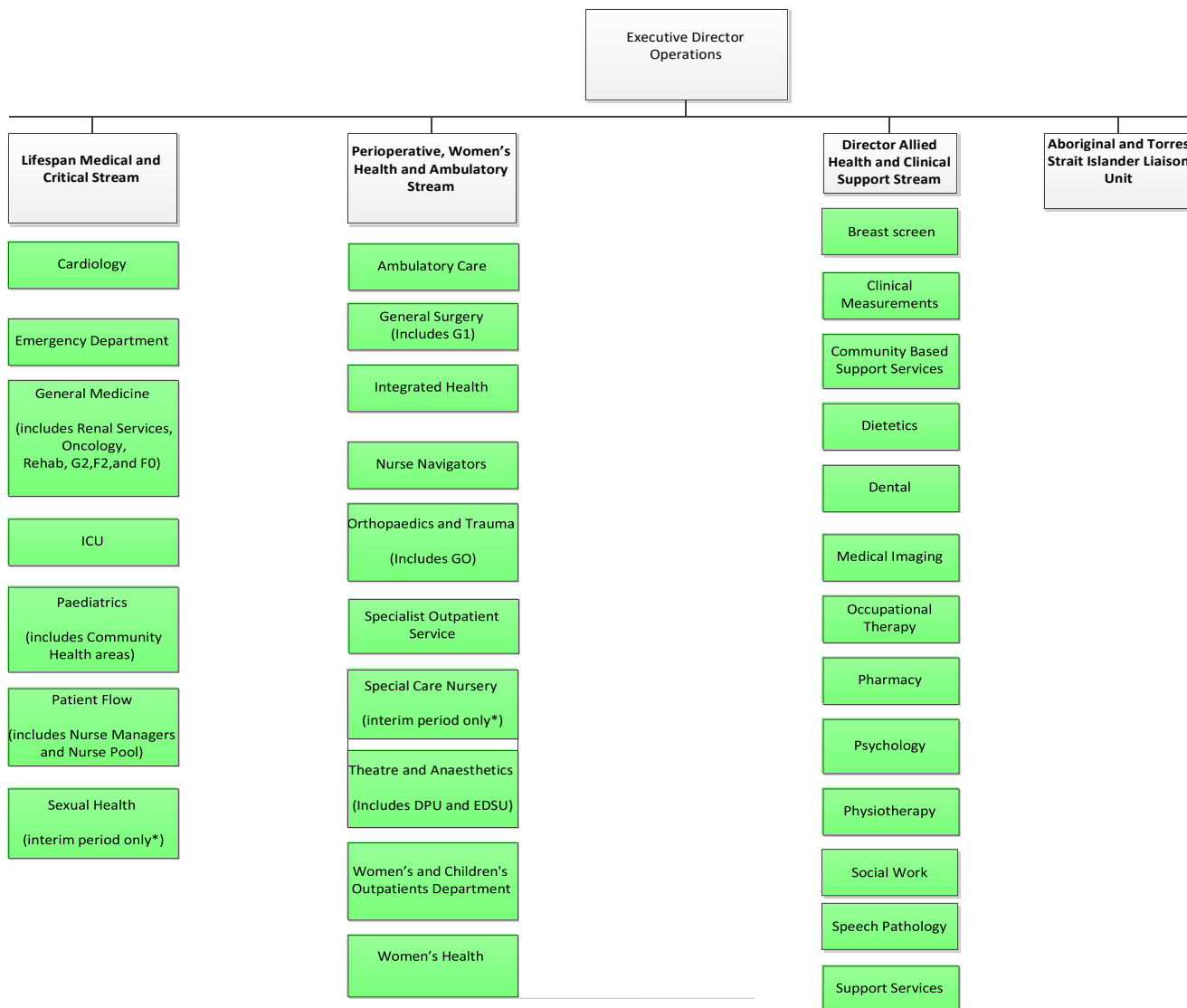
Feedback may be provided to the following officer by email, phone or face to face:

Simone.Ross@health.qld.gov.au

Attachment 1: Current Organizational Structure

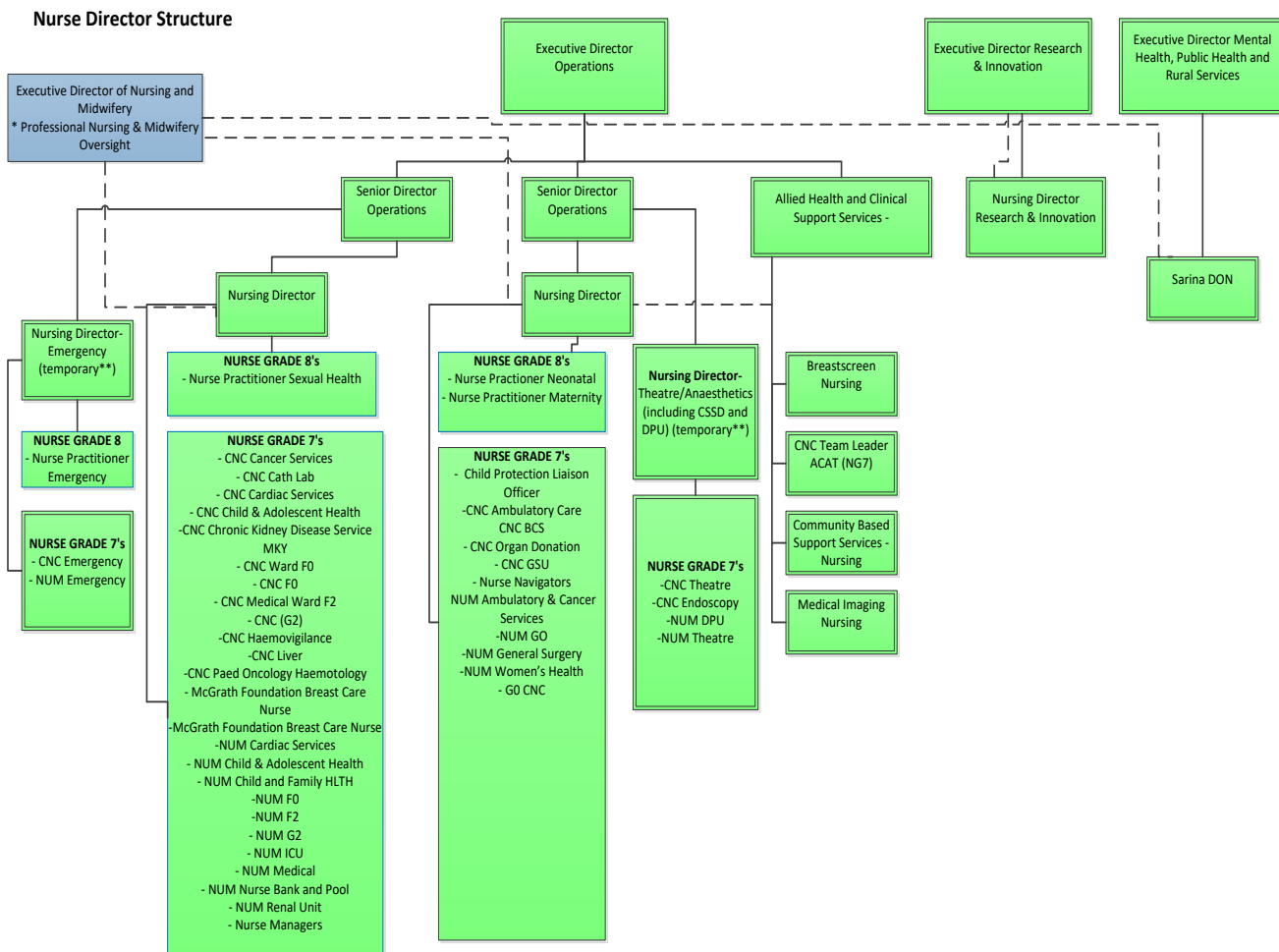


Attachment 2: – Proposed Organizational Structure



* Sexual Health and Special Care Nursery are listed in the proposed streams due to current line managers being in the same stream. The intention in phase 3 is that both of these services will be considered to change, with Sexual Health forming part of Ambulatory Services, and Special Care Nursery coming under the Paediatric area. Professional oversight of nursing in Allied Health and Clinical Support Services (primarily Breast screen, Community Based Support Services and Medical Imaging) is provided through the Nursing Director of Perioperative, Women's Health and Ambulatory Stream.

Attachment 2: – Proposed Organizational Structure



**Temporary positions for Nurse Director of Emergency Department, and Nurse Director of Theatre and EDSU, will continue with review of requirements at the end of financial year.

Attachment 2: – Proposed Organizational Structure

Business Support Structure

