

Metro North Clinical Support Services, Business Case for Significant Change

Final Decision: 1 March 2022

Introduction

The Metro North Patient Services teams were centralised across the Health Service in 2013 and Medical Imaging similarly in 2015. In 2019 the two services were brought together as a single centralised standalone Directorate with the expectation of delivering economies of scale, and consistency in process, practice, safety and quality in the Patient Services and Medical Imaging functions across Metro North.

It was anticipated that this model would provide the capability for dedicated corporate support functions across Clinical Support Services to ensure consistency in approach, processes, and employee wellbeing in the management of the workforce.

Since the introduction, many of the anticipated benefits have been realised and the centralisation of services across Metro North has delivered numerous benefits. Leveraging off these successes over the last 8 years, the return to facility-based governance of Clinical Support Services, now provides the opportunity for localised decision making, leadership, corporate support, and workplace integration while the embedded benefits of consistency can be maintained.

Despite the strength of the Metro North brand, feedback from the workforce suggests most employees in Clinical Support Services align themselves to the culture and sense of belonging of the facility in which they work, rather than the Metro North Clinical Support Services Directorate.

Extensive consultation was undertaken with staff across all components of the Directorate. Numerous meetings were held with affected teams and multiple staff forums were conducted. A dedicated email account was established, and the Acting Executive Director of Clinical Support Services reviewed and responded personally to every submission. We received universal positive feedback with staff supportive of the proposed change. Valuable feedback was provided, and all suggestions were considered, adjustments made where relevant. Subsequently an initial Implementation proposal was distributed for all stakeholders to review. A further two-week feedback period was provided, and this final Implementation proposal reflects the adjustments made in response to relevant feedback.

We would like to sincerely thank all staff and industrial partners who provided feedback during the Business Case for Significant Change consultation period and the Initial Implementation Proposal feedback period.

Metro North will now implement the proposed changes outlined in this Final Implementation Proposal.

Key points of note

The finalised operational governance alignment of the elements of Clinical Support Service within each directorate are attached to this document for review. As has been previously identified, it should be noted that professional governance alignment will reside with Directorate professional leads (Medical, Nursing and Midwifery, Allied Health), or the relevant Service Line professional delegate, as currently occurs but is not represented on the diagrams to minimise complexity.

All affected positions, where there is a material change in role responsibility or line management reporting, are accounted for in the final model with the exception of the Director of Nursing, Metro North Medical Imaging who is currently liaising with the Metro North Chief Nursing and Midwifery Office to identify a suitable and agreeable substantive transfer at level within Metro North.

Positions that support multiple Directorates, while hosted within one Directorate, will continue to work across relevant Facilities as currently occurs, for example:

- The Medical Imaging Senior Contract Administrator will be hosted from Caboolture but continue to support the I-Med contract management at Redcliffe and TPCH.

- Medical Imaging Health Informatics will be hosted from RBWH but continue to support all Directorates.
- Medical Imaging Nurse Educator will be hosted from RBWH but continue to support all Directorates.
- Food Services Training Coordinator will be hosted from RBWH but continue to support all Directorates.

The Protective Services Site Coordinator that is currently shared across Redcliffe Hospital and Community and Oral Health (COH) will be separated into two discrete roles with the existing position (007) allocated to Redcliffe Hospital and the additional role being newly created for COH. This newly created role is proposed at 006 however a formal Role Description and JEMS process will be undertaken to finalise this.

While operating budgets will be aligned with the relevant Directorate, the Business Manager service will be hosted within the Metro North Business Advisory team and will provide relevant and timely financial and business intelligence reporting to the Directorate Financial Managers. The Metro North Medical Imaging Business Manager role (PID 32028842) will now align directly to the Metro North General Manager Business Advisory.

Specialist Human Resource support will continue to be provided across the Clinical Support Services portfolio as currently occurs from within the Metro North Human Resources service.

The benefits of a networked approach to support services across Metro North is without question. It will be essential to have an active commitment to ongoing collaboration of Directorate support service leads across the Health Service and Community of Practice groups in Patient Food Services, Protective Services, Patient Support Services and Medical Imaging will be expected and supported.

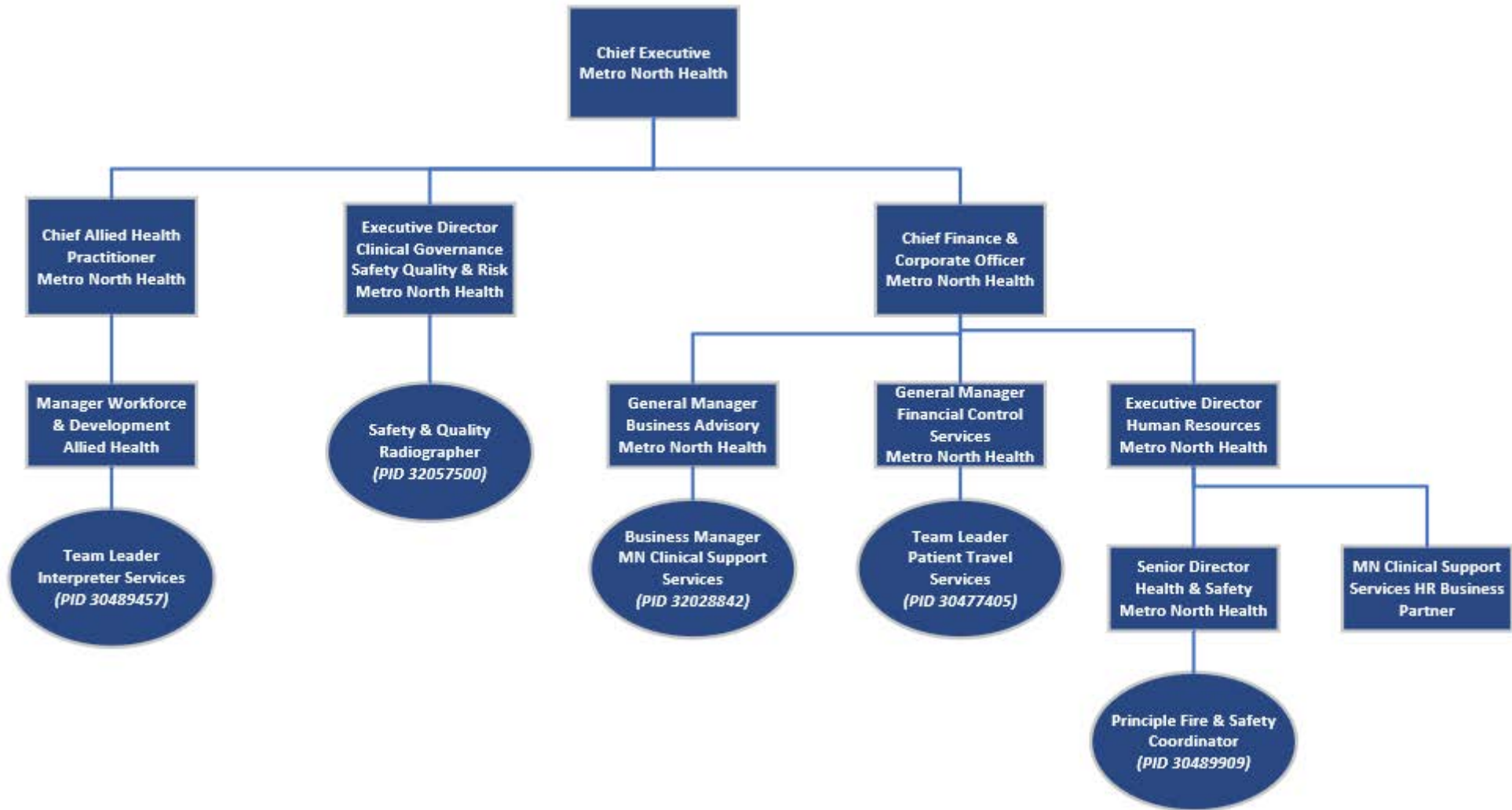
Next Steps

With the completion of the consultation and feedback processes we will now initiate the necessary change management processes across Metro North with the intention to finalise the change on March 31, 2022.


Specifically:

- The General Manager Business Advisory will oversee the realignment of budgets and the movement of relevant cost centres and financial delegations to be effective from April 1, 2022.
- The Clinical Support Services HR Business Partner will support Directorates with the finalisation of revised role descriptions for all repurposed roles and adjustment of operational reporting lines where relevant.
- The Clinical Support Services HR Business Partner will oversee the realignment of position occupancy for all affected staff to be effective from April 1, 2022.
- Directorate Executive Leads will oversee the planning for integration of relevant services, according to the finalised operational governance charts attached, including performance reporting, inclusion of annual Operational Plan etc.

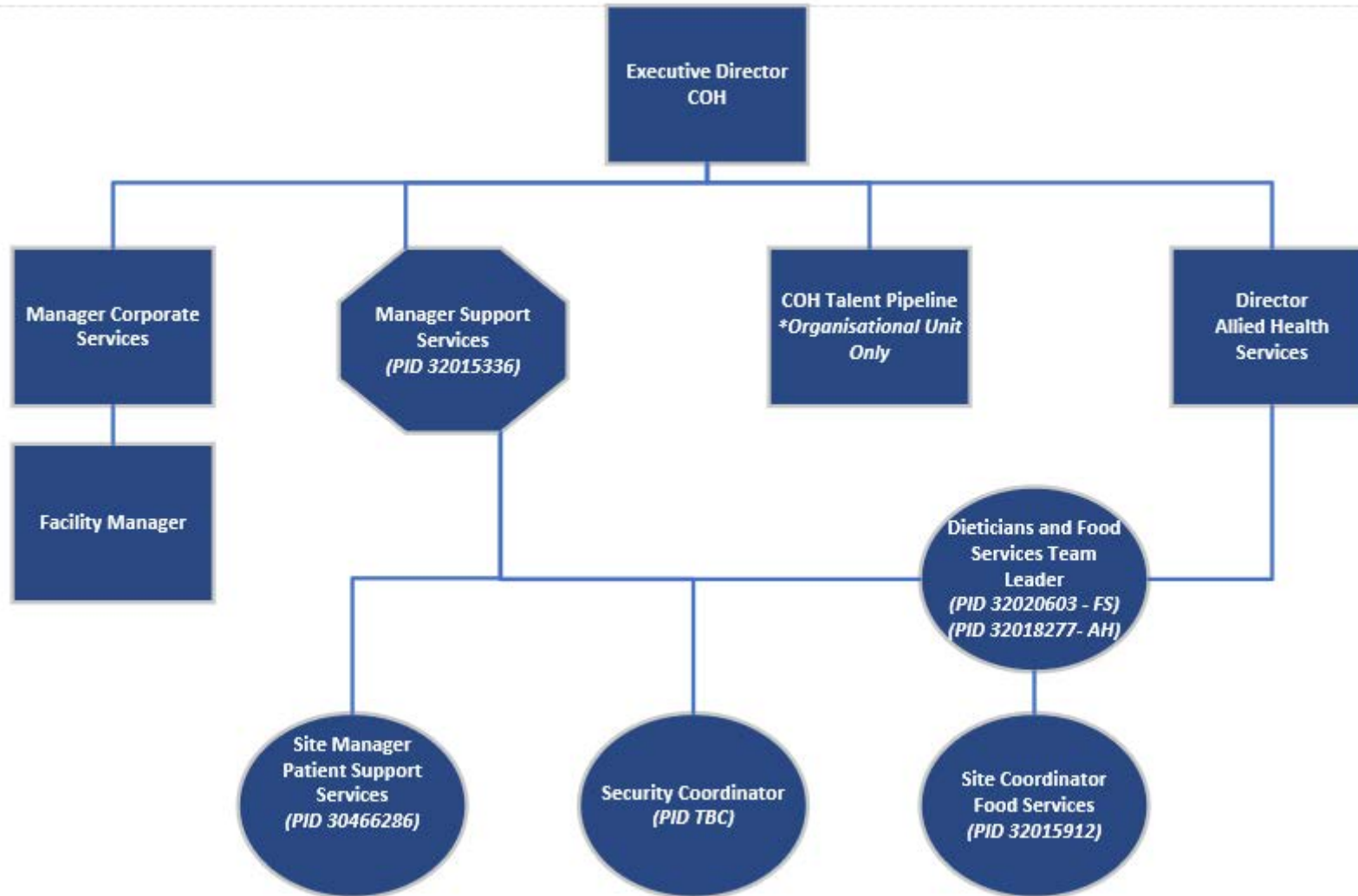
Metro North Health




Notes:

- This chart is a segment of the total Metro North Health operational organisational chart and only represents reporting lines impacted by the CSS Business Case for Change.
- Roles identified in a  shape are repositioned as direct realignment from the Clinical Support Services Directorate.

COMMUNITY & ORAL HEALTH

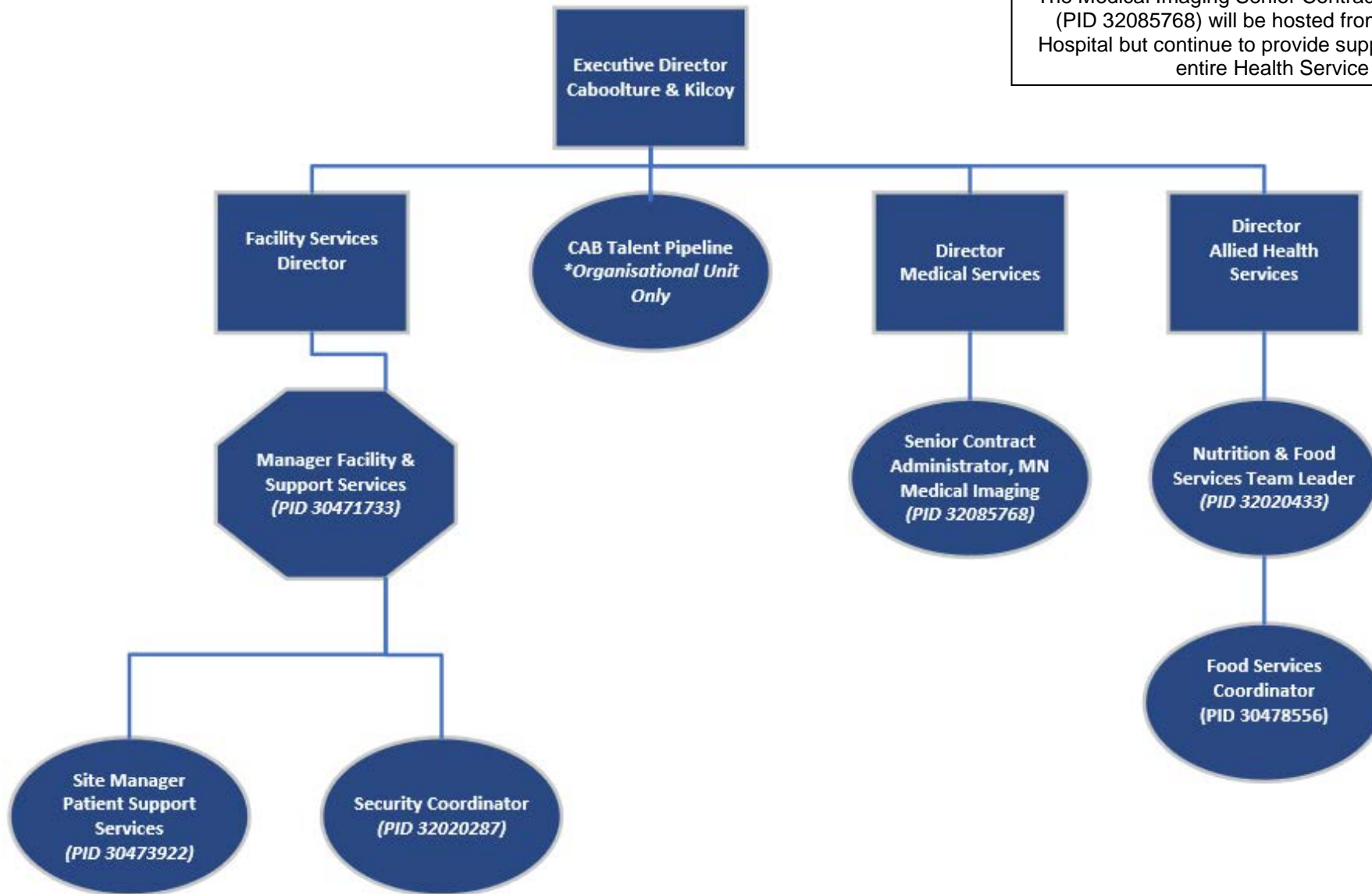


Notes:


- This chart is a segment of the total Community and Oral Health Directorate operational organisational chart and only represents reporting lines impacted by the CSS Business Case for Change.
- Professional reporting, when relevant, will reside with the facility professional leads or delegate.
- Roles identified in a  shape are repositioned as direct realignment from the Clinical Support Services Directorate.
- The *Manager Support Services* is a newly created position repurposed, at level, from the *Manager Patient Support Services* – Position ID 32015336
- The *Security Coordinator COH* is a newly created 006 position, repurposed from the *Principle Projects Officer* – Position ID 32047496

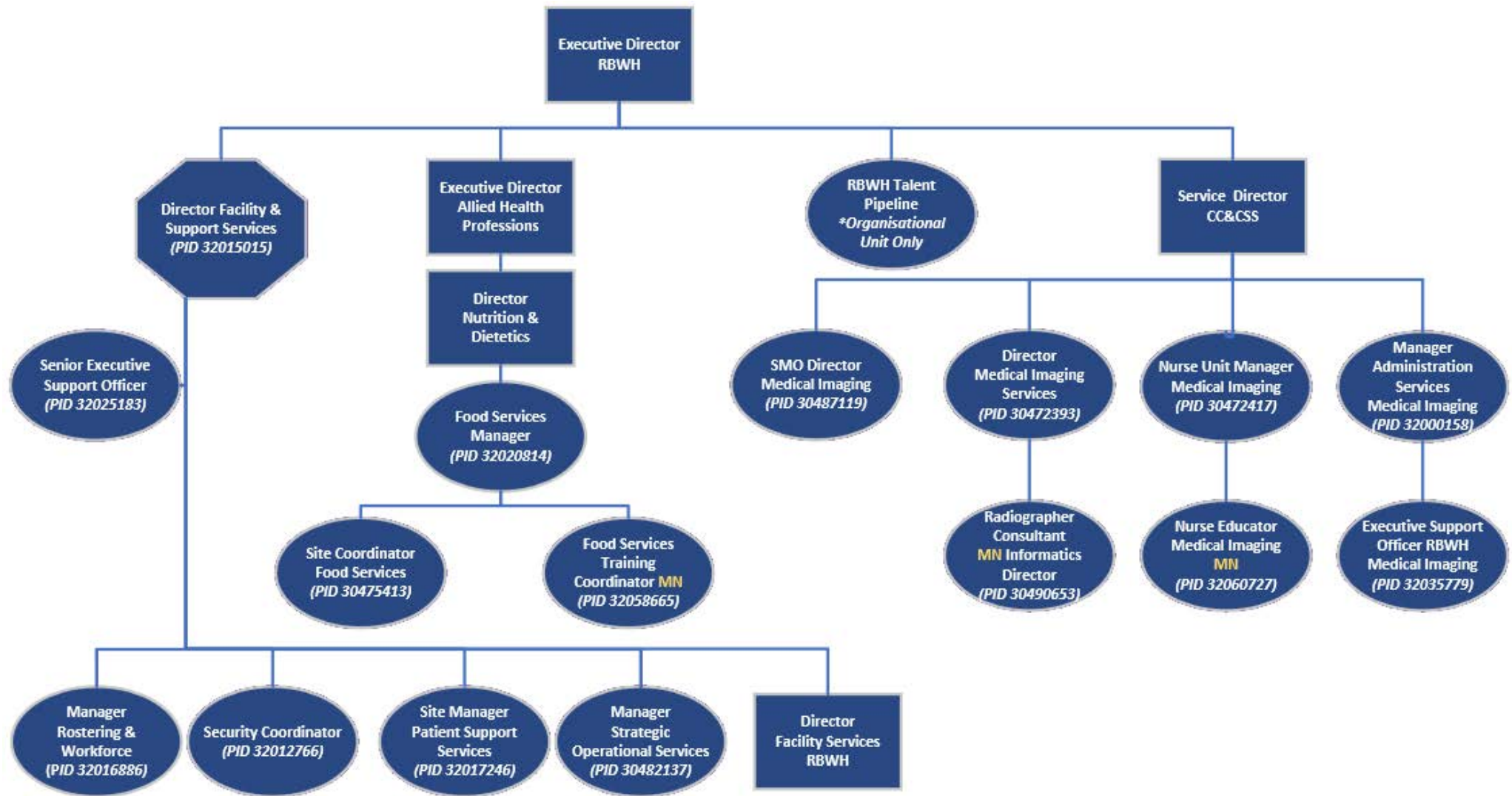
CABOOLTURE KILCOY

The Medical Imaging Senior Contract Administrator (PID 32085768) will be hosted from Caboolture Hospital but continue to provide support across the entire Health Service




Notes:

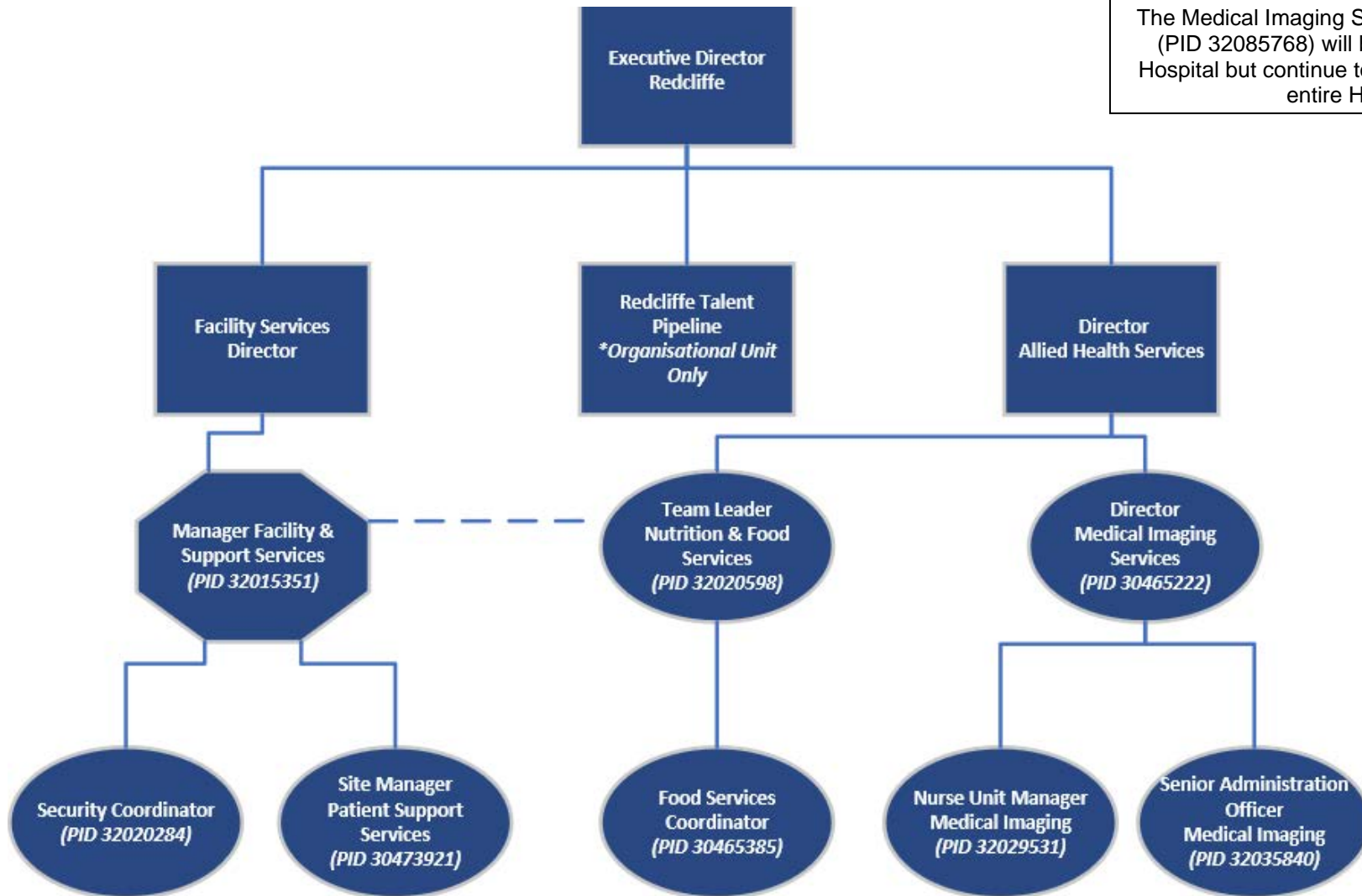
- This chart is a segment of the total Caboolture, Kilcoy and Woodford Directorate operational organisational chart and only represents reporting lines impacted by the CSS Business Case for Change.
- Professional reporting, when relevant, will reside with the facility professional leads or delegate
- Roles identified in a  shape are repositioned as direct realignment from the Clinical Support Services Directorate
- The *Manager Facility & Support Services* is a newly created position repurposed, at level, from the *Manager Protective Services* – position ID 30471733




Notes:

- This chart is a segment of the total Royal Brisbane and Women’s Hospital Directorate operational organisational chart and only represents reporting lines impacted by the CSS Business Case for Change.
- Professional reporting, when relevant, will align with the facility professional leads or delegate.
- Roles identified in a  shape are repositioned as direct realignment from the Clinical Support Services Directorate.
- The *Director Facility & Support Services* is a newly created DSO1 position repurposed, at level, from the *Metro North Director Patient Services* – Position ID 32047496
- Strategic Operational Unit is state-wide service and will be hosted from RBWH
- # While hosted within RBWH, these (MN) roles will continue to support Medical Imaging across Metro North
- # HP informatics will have an informal report line to Digital Metro North

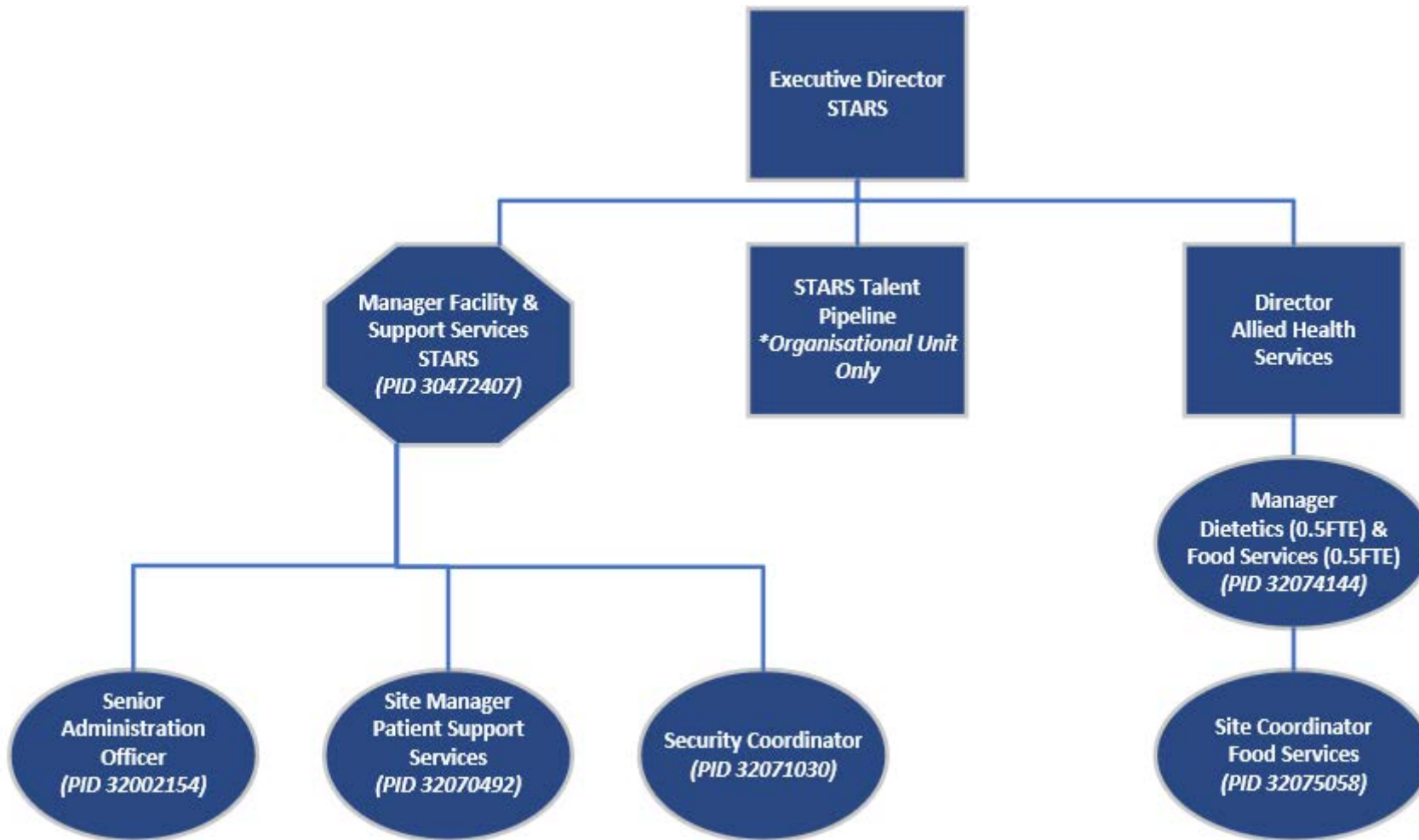
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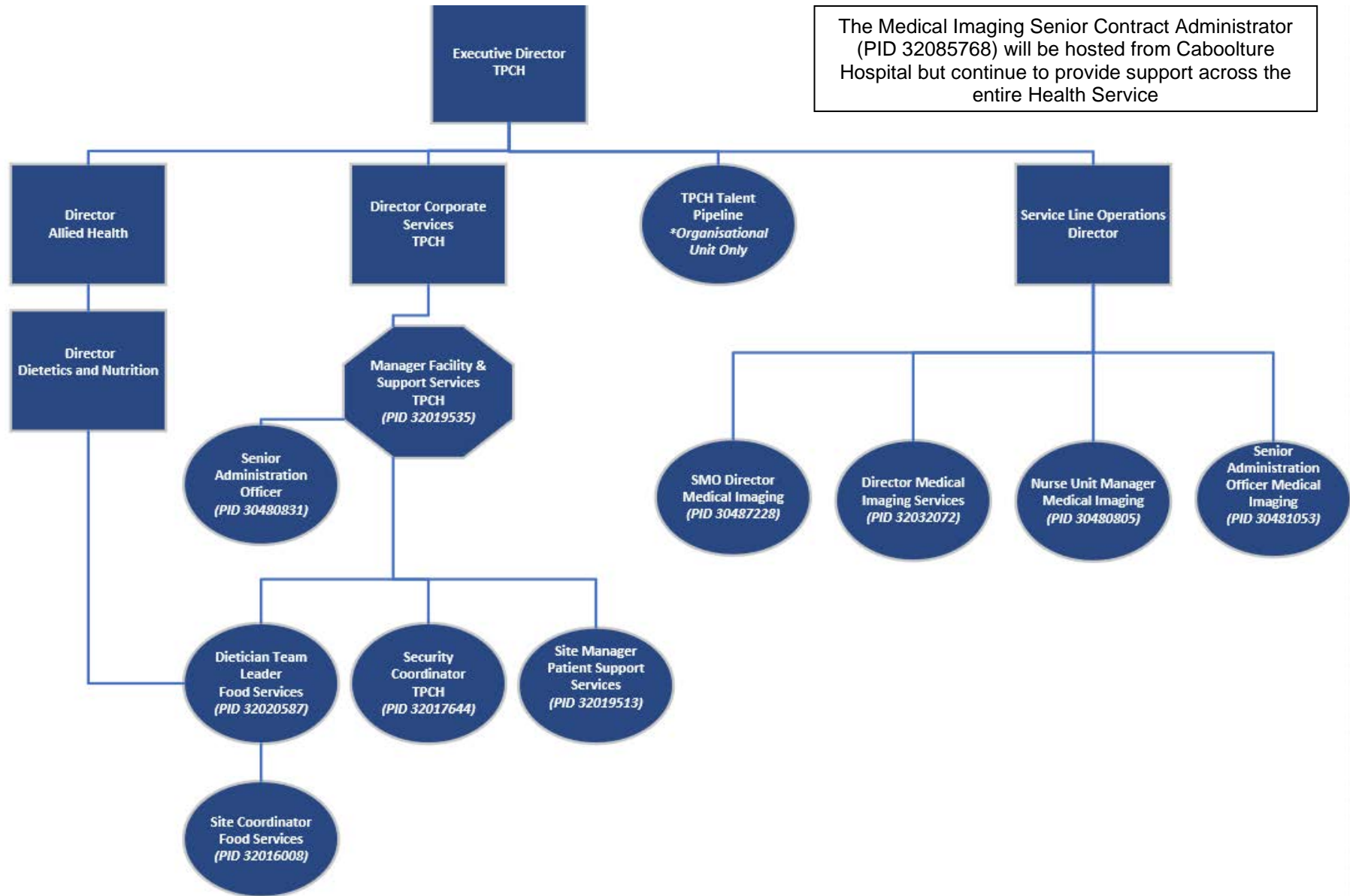
- This chart is a segment of the total Redcliffe Hospital Directorate operational organisational chart and only represents reporting lines impacted by the CSS Business Case for Change.
- Professional reporting, when relevant, will reside with the facility professional leads or delegate.
- Roles identified in a  shape are repositioned as direct realignment from the Clinical Support Services Directorate.
- The *Manager Facility & Support Services* is a newly created position repurposed, at level, from the *Manager Patient Food Services* – Position ID 32015351
- The Security Coordinator is a dedicated full time position and is no longer shared across Redcliffe Hospital and Community and Oral Health Directorates

STARS



Notes:

- This chart is a segment of the total Surgical Treatment and Rehabilitation Service Directorate operational organisational chart and only represents reporting lines impacted by the CSS Business Case for Change.
- Professional reporting, when relevant, will reside with the facility professional leads or delegate.
- Roles identified in a  shape are repositioned as direct realignment from the Clinical Support Services Directorate.
- The *Manager Facility & Support Services* is a newly created position repurposed, at level, from the *Manager Administration and Compliance Services* – Position ID 30472407



The Medical Imaging Senior Contract Administrator (PID 32085768) will be hosted from Caboolture Hospital but continue to provide support across the entire Health Service

Notes:

- This chart is a segment of the total Prince Charles Hospital Directorate operational organisational chart and only represents reporting lines impacted by the CSS Business Case for Change.
- Professional reporting, when relevant, will reside with the facility professional leads or delegate.
- Roles identified in a ● shape are repositioned as direct realignment from the Clinical Support Services Directorate.
- The *Manager Facility & Support Services* is a newly created position repurposed, at level, from the *Metro North Manager of Performance* - PID 32019535
- The *Senior Administration Officer* is a newly created position repurposed, at level, from the *Coordinator AO Relief Pool* – Position ID 30480831