

What are the changes?

All staff

- For most staff we do not expect there to be any significant changes beyond those to reporting lines.
- Some staff may be specifically impacted and, where possible, they have already been informed.
- Several corporate executive contracts are due to expire in the coming months. A formal recruitment process has started to fill these positions.

Mental Health, Justice and Alcohol and Drug Services (MHJHADS)

There are no proposed changes for this Division

What do staff need to do?

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or
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- Provide your feedback to HRconsultation@act.gov.au or complete the online survey using the link provided in the email and on the Intranet.
- Submissions close Friday 11 January 2019.
- All feedback will be treated in confidence.
- The feedback you provide will inform the development and implementation of the final structure.

Next steps

- Consultation ends Friday 11 January 2019.
- We will consider all feedback and make any necessary changes to the proposed structure.
- Depending on the feedback received and any required changes, we will then implement the proposed changes or, if required, ask staff for additional feedback.
- It is envisaged that the proposed new structure will be implemented on Friday 1 March 2019.

Canberra Health Services (CHS) proposed structure

What do staff need to know?

- The CEO and Executive Directors are taking steps to settle our organisational structure.
- We are proposing some changes to our structure and would like staff (your) feedback.
- There will be no non-executive job losses under the proposed structure.
- The majority of business units, roles and positions will remain the same with the only changes to reporting lines and divisions.
- While we don't anticipate this process will result in significant changes for most staff—all staff will be consulted.
- You can submit feedback via email or by completing an online survey—you will receive details on how to do this via email later this morning or by visiting HealthHub (the intranet) and searching for CHS Organisational Structure.
- Submissions close 11 January 2019.

Why are the changes taking place?

- It's important our structure:
 - reflects our business priorities
 - supports improved working relationships
 - supports more effective, efficient decision making
 - provides certainty and stability for all staff.
- The new structure will:
 - give greater clarification of roles, functions and relationships across CHS
 - allow for a more streamlined delivery of quality public health services
 - ensure that similar functions and functions that work together closely are aligned under the same reporting lines
 - reduce duplication and improve accountability for operational service delivery, quality and standards management.
- This process is not the same scale as the CHHS re-structure proposed last year. The CEO and Executive Directors have looked at things with fresh eyes.
- Your feedback from the CHHS restructure proposed last year and the mid-year Transition process have been reviewed and considered as part of consolidating CHS's organisational structure.

CASCADE BRIEFING PACK



Canberra Health
Services

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People and Culture

- A HR business partnership for CHS is intended.
- The proposed model will provide a strong focus on partnering with leaders across CHS to build capability, improve culture, better plan our workforce and provide responsive HR services.
- Work on a proposed model has commenced and will be aligned with the CHS structure

Commented [MK(1)]: What is a HR business partnership? Does that mean People and Culture sits in ACT Health but will work with CHS as well?

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Quality, Safety, Innovation and Improvement (QSII)

- It is proposed for Quality, Safety and Governance to be called Quality, Safety, Innovation and Improvement.

- **Functions staying with QSII**

The following functions will report to QSII:

Quality and Safety

Governance

Risk, Audit and Compliance

- **Functions moving to QSII**

The following function is proposed to report to the ED QSII:

Early Recognition of the Deteriorating Patient from Critical Care

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Surgery

- **Functions staying with Surgery**

The following functions will continue to report to Surgery:

Peri-operative Unit

Surgical Bookings/ Pre-admission Clinic

Clinical Chair of Surgery

Trauma and Orthopaedic Research Unit

Ophthalmology Surgery/Eye Clinic

Vascular Surgery

Cardiac Surgery/Perfusion Service

Orthopaedic Surgery

Oral Maxillo-Facial Surgery

Surgical Administration

Department of Anaesthesia, Peri-operative
Medicine & Pain Management

Surgical Wards

Pain Management Unit/Clinic

General Surgery

Neurosurgery

Urology Surgery

Thoracic Surgery

Plastic and Reconstructive Surgery

Ear, Nose and Throat Surgery

- **Functions moving to Surgery**

The following functions are proposed to report to the Executive Director Surgery, from other divisions

Acute Surgical Unit	from	Critical Care
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Surgical Assessment and Planning	from	Critical Care
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- **Functions moving from Surgery**

The following function that previously reported to the Executive Director Surgery is proposed to report to another division after implementation.

Dental Health	to	Community, Aged Care and Rehabilitation
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Women's Youth and Children (WCY)

There are no changes proposed for this division

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Critical Care (CC)

- **Functions staying with CC**

The following functions will continue to report to CC

Emergency Department

Intensive Care

Capital Region Retrieval Service

CC Nursing

CC Operations

- **Functions moving to CC**

The following functions are proposed to report to the Executive Director CC, from other divisions

DonateLife	from	DDG Clinical
------------	------	--------------

ACT Trauma Unit	from	Surgery
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- **Functions moving from CC**

The following functions that previously reported to the Executive Director CC are proposed to report to other divisions after implementation.

Early Recognition of the Deteriorating Patient	to	Quality Safety Innovation and Improvement
--	----	---

Acute Surgical Unit	to	Surgery
---------------------	----	---------

Surgical Assessment and Planning	to	Surgery
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Trevillian, Sarah (Health)

From: CEOHealth
Sent: Tuesday, 11 December 2018 1:03 PM
To: [REDACTED]@aeuact.org.au'
Subject: CHS Realignment
Attachments: Letter to AEU - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

UNCLASSIFIED

Good afternoon

Please find attached a letter from the Interim CEO, Canberra Health Services in regards to the commencement of formal consultation on the proposed realignment of the organisational structure.

Kind regards
Nicole

Nicole Stevenson
Business Manager to the Chief Executive Officer

Phone: 02 5124 4702 | **Mobile:** [REDACTED] | **Email:** nicole.stevenson@act.gov.au
Building 24, Level 2, Canberra Hospital, Yamba Drive, Garran ACT 2605

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ACT
Government

**Canberra Health
Services**

[REDACTED]
Australian Education Union
PO Box 3042
MANUKA ACT 2603
[REDACTED]@aeuact.org.au

Dear [REDACTED]

Realignment of Canberra Health Services Organisational Structure

On Tuesday 11 December 2018 I met with a number of unions in relation to the proposed realignment of the Canberra Health Services (CHS) structure.

As I set out at that meeting, the proposed CHS organisation structure realignment is intended to provide stability and certainty for staff and better position the organisation to be able to respond to challenges and opportunities now and in the future. In addition, it will enable a complementary realignment of Divisions, and work unit reporting lines and relationships, ensuring the optimal alignment of work areas.

For the majority of staff, the proposed realignment will not result in significant changes to work arrangements – business units, roles, positions and work locations will remain the same, though some reporting lines will change.

There will be no non-executive job losses as a result of this realignment.

Attached is a document setting out the proposed changes. If you have any feedback or comments on the proposals, please provide it by close of business Friday 11 January 2019.

Should you require further information, or wish to discuss the proposals please contact Janine Hammat, Executive Director, People and Culture on 62051086 or via email Janine.hammat@act.gov.au.

Yours sincerely

Bernadette McDonald
Interim Chief Executive Officer
Canberra Health Services

11 December 2018

Trevillian, Sarah (Health)

From: CEOHealth
Sent: Tuesday, 11 December 2018 1:01 PM
To: [REDACTED]@amwu.org.au'
Subject: CHS Realignment
Attachments: Letter to AMWU - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

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ACT
Government

**Canberra Health
Services**

[REDACTED]
Australian Manufacturing Workers Union
26 Auburn Street
WOLLONGONG NSW 2525
[REDACTED]@amwu.org.au

Dear [REDACTED]

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Yours sincerely

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Bernadette McDonald
Interim Chief Executive Officer
Canberra Health Services

11 December 2018

Trevillian, Sarah (Health)

From: CEOHealth
Sent: Tuesday, 11 December 2018 1:01 PM
To: 'industrial@ama-act.com.au'
Subject: CHS Realignment
Attachments: Letter to AMA - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

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Canberra Health Services

[REDACTED]
Australian Medical Association ACT
PO Box 560
CURTIN ACT 2605
industrial@ama-act.com.au

Dear [REDACTED]

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From: CEOHealth
Sent: Tuesday, 11 December 2018 1:00 PM
To: 'anmfact@anmfact.org.au'; 'matthew@anmfact.org.au'
Subject: CHS Realignment
Attachments: Letter to ANMF - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

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Canberra Health Services

[REDACTED]
Australian Nursing and Midwifery Federation ACT
PO Box 1995
WODEN ACT 2606
anmfact@anmfact.org.au

Dear [REDACTED]

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**Canberra Health
Services**

[REDACTED]
Australian Workers Union
Level 10, 377-383 Sussex Street
SYDNEY NSW 2000
members@nat.awu.net.au

Dear [REDACTED]

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[REDACTED]
Australian Salaried Medical Officers Federation
Suite 46, 330 Wattle Street
ULTIMO NSW 2007
[REDACTED]@asmof.org.au

Dear [REDACTED]

Realignment of Canberra Health Services Organisational Structure

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Yours sincerely

A handwritten signature in black ink that reads 'Bernadette McDonald'.

Bernadette McDonald
Interim Chief Executive Officer
Canberra Health Services

11 December 2018

Trevillian, Sarah (Health)

From: CEOHealth
Sent: Tuesday, 11 December 2018 12:58 PM
To: [REDACTED]@nswplumbersunion.com.au'
Subject: CHS Realignment
Attachments: Letter to CEPU Plumbing - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

UNCLASSIFIED

Good afternoon

Please find attached a letter from the Interim CEO, Canberra Health Services in regards to the commencement of formal consultation on the proposed realignment of the organisational structure.

Kind regards
Nicole

Nicole Stevenson
Business Manager to the Chief Executive Officer

Phone: 02 5124 4702 | **Mobile:** [REDACTED] | **Email:** nicole.stevenson@act.gov.au
Building 24, Level 2, Canberra Hospital, Yamba Drive, Garran ACT 2605

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**Canberra Health
Services**

██████████
 Communication, Electrical and Plumbing Union of Australia
 52 Victoria Street
 CARLTON VIC 3053
 ██████████@nswplumbersunion.com.au

Dear ██████████

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**Canberra Health
Services**

██████████
 Communication, Electrical and Plumbing Union of Australia
 PO Box 380
 ROSEBERRY NSW 2018
 ██████████@etunsw.asn.au

Dear ██████████

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Trevillian, Sarah (Health)

From: CEOHealth
Sent: Tuesday, 11 December 2018 12:57 PM
To: [REDACTED]@act.cfmeu.asn.au'
Subject: CHS Realignment
Attachments: Attachment A - CHS Org Structure Consultation Document.pdf; Letter to CFMEU - CHS Realignment.pdf

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**Canberra Health
Services**

██████████
Construction Forestry Mining and Energy Union
2 Badham Street
DICKSON ACT 2602
██████████@act.cfmeu.asn.au

Dear ██████████

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Sent: Tuesday, 11 December 2018 12:57 PM
To: [REDACTED]@cpsu.org.au'
Subject: CHS Realignment
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Canberra Health Services

[REDACTED]
Community and Public Sector Union
40 Brisbane Avenue
BARTON ACT 2600
[REDACTED]@cpsu.org.au

Dear [REDACTED]

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Interim Chief Executive Officer
Canberra Health Services

11 December 2018

Trevillian, Sarah (Health)

From: CEOHealth
Sent: Tuesday, 11 December 2018 12:55 PM
To: 'members@meaa.org.au'
Subject: CHS Realignment
Attachments: Letter to MEAA - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

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Canberra Health Services

Industrial Officer
Media, Entertainment and Arts Alliance
245 Charmers Street
REDFERN NSW 2016
members@meaa.org

Dear Industrial Officer

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Interim Chief Executive Officer
Canberra Health Services

11 December 2018

Trevillian, Sarah (Health)

From: CEOHealth
Sent: Tuesday, 11 December 2018 12:54 PM
To: [REDACTED]@nuw.org.au'
Subject: CHS Realignment
Attachments: Letter to NUW - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

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**Canberra Health
Services**

██████████
National Union of Workers
833 Bourke Street
DOCKLANDS VIC 3008
██████████@nuw.org.au

Dear ██████████

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11 December 2018

Trevillian, Sarah (Health)

From: CEOHealth
Sent: Tuesday, 11 December 2018 12:53 PM
To: [REDACTED]@professionalsaustralia.org.au'
Subject: CHS Realignment
Attachments: Letter to Professionals Australia - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

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**Canberra Health
Services**

██████████
 Professionals Australia
 4/7 Napier Close
 DEAKIN ACT 2600
 ██████████@professionalsaustralia.org.au

Dear ██████████

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Trevillian, Sarah (Health)

From: CEOHealth
Sent: Tuesday, 11 December 2018 12:50 PM
To: [REDACTED]@act.twu.com.au'
Subject: CHS Realignment
Attachments: Letter to TWU - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

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ACT
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**Canberra Health
Services**

██████████
Transport Workers Union of Australia
PO Box 388
FYSHWICK ACT 2609
██████████@act.twu.com.au

Dear ██████████

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Canberra Health Services

// December 2018

Trevillian, Sarah (Health)

From: CEOHealth
Sent: Tuesday, 11 December 2018 12:39 PM
To: 'united@usu.org.au'
Subject: CHS Realignment
Attachments: Letter to USU - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

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Building 24, Level 2, Canberra Hospital, Yamba Drive, Garran ACT 2605

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Canberra Health Services

[REDACTED]
United Services Union
Level 7, 321 Pitt Street
SYDNEY NSW 2000
united@usu.org.au

Dear [REDACTED]

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Bernadette McDonald
Interim Chief Executive Officer
Canberra Health Services

11 December 2018

Trevillian, Sarah (Health)

From: Stevenson, Nicole (Health)
Sent: Tuesday, 11 December 2018 12:56 PM
To: 'secretary@hsu.asn.au'
Cc: [REDACTED]
Subject: CHS Realignment
Attachments: Letter to HSU - CHS Realignment.pdf; Attachment A - CHS Org Structure Consultation Document.pdf

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**Canberra Health
Services**

██████████
Health Services Union
Level 2, 109 Pitt Street
SYDNEY NSW 2000
secretary@hsu.asn.au
cc: ██████████@hsu.asn.au

Dear ██████████

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Interim Chief Executive Officer
Canberra Health Services

11 December 2018

Canberra Health Services Proposed Structure

Work Area	Author(s)	Contact Details
People & Culture, Executive Unit	Jackie Laws	Ext: 79421, Jackie.laws@act.gov.au

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1. Introduction

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person centred care. It provides acute, sub-acute, primary and community-based health services to the Australian Capital Territory (ACT)—a catchment of approximately 400, 000 people. It also services the surrounding Southern New South Wales region which includes the Bega Valley, Bombala, Cooma-Monaro, Eurobodalla, Goulburn, Mulwaree, Palerang, Queanbeyan, Snowy River, Upper Lachlan Shire and the Yass Valley.

CHS administers a range of publicly funded health facilities, programs and services including but not limited to:

- **The Canberra Hospital:** a modern 600-bed tertiary hospital providing trauma services and most major medical and surgical sub-specialty services.
- **University of Canberra Hospital Specialist Centre for Rehabilitation, Recovery and Research:** a dedicated and purpose-built rehabilitation facility, with 140 inpatient beds, 75-day places and additional outpatient services.
- **Mental Health, Justice Health, Alcohol and Drug Services** provide a range of health services from prevention and treatment through to recovery and maintenance at a number of locations and in varied environments for people suffering from mental health issues.
- **Dhulwa Secure Mental Health Unit:** a purpose designed and built facility providing clinical programs and treatment options for people suffering from acute mental health issues.
- **Six community health centres:** providing a range of general and specialist health services to people of all ages.
- **Three Walk-in Centres:** which provide free treatment for minor illness and injury.
- A range of **community based health services** including early childhood services, youth and women's health, dental health, mental health and alcohol and drug services.

CHS is a partner in teaching with the Australian National University, the University of Canberra and the Australian Catholic University.

On 1 October 2018 ACT Health transitioned into two separate organisations being the ACT Health Directorate (ACTHD) and Canberra Health Services (CHS).

To enable CHS to have a strong focus on operational effectiveness, efficiency and accountability in the health services we provide, CHS is proposing a realignment of functions.

The [current organisational chart](#) and the recent [Annual Report](#) and the ACT Government [Budget Papers](#) provide more detail about CHS.

2. Purpose

The purpose of this paper is to describe the proposed realignment of functions in Canberra Health Services (CHS) and any associated changes to Divisions and work units across CHS.

The realignment of functions and reporting lines will give prominence to a healthcare service that is better integrated and fit for the future needs of the ACT community.

It is intended that this realignment will facilitate the refinement and stabilisation of our organisation's structure and functional accountabilities which will improve access, timeliness and the delivery of quality health services for all Canberrans and those in the surrounding region.

The document outlines proposed changes and the consultation process to be undertaken.