

NCN Health Organisation Structure

NCN Health engaged Cube Group consultants to review and evaluate the interim organisational structure, and develop future state structural options for NCN Health. The interim structure has supported NCN Health to respond to external events such as the COVID-19 pandemic and the new structure enables the organisation to adapt and respond to the changing health system as we embed new policy and processes to ensure safe and quality care and workforce health and safety.

Project context

NCN Health has undergone significant transformation since its creation on 1 July 2019. This has included transitioning to a new organisation, alignment of internal systems and process, movement of staff, development of the NCN Strategic Plan and responding to external events such as the COVID-19 pandemic.

In response, an interim organisation structure was developed in consultation with the Board of Directors and implemented on 4 May 2020 with a commitment to review and evaluate its operation after six months.

With the end of the six-month period, NCN Health engaged Cube to review and evaluate the interim organisational structure, and develop options for the ongoing and future organisational structure of NCN Health

This communication presents NCN Health's future organisational structure and lists out the workstreams and activities required for a successful transition.

Implementation

To support a smooth transition towards the future structure, the following approach has been developed.

This approach aims to ensure that disruption is minimal for staff and the communities they serve and to provide additional time to assess the effectiveness of some existing arrangements, particularly in the context of emerging policy directions and funding models.

The approach primarily impacts Corporate Services and Medical Clinics, Dental Clinic and Primary/Community Health.

An overview of the structure is provided below:

Workstreams

Workstreams are sets of related activities that have been collated together to support the implementation of NCN Health Board of Directors approved structure.

We have identified four key workstreams for the implementation of the new organisational structure for NCN Health:

- Consultation process related to the formal consultation for change process completed
- Establish re-aligned structure including development of new PD's, recruitment activity and preparation and delivery of onboarding and transition activities for new and existing staff underway.
- Support delivery during transition including the development of a change management plan and mitigation plans to reduce the impact of changes on current projects and services. This stream also includes development of approaches for supporting staff who are transitioning to new roles or reporting lines underway. Full implementation will be completed by 30 June 2020.
- Develop capability to build the skills and knowledge required for the transition to be successful. It includes communication and training to build a positive culture and understanding of new areas of responsibility.

The key changes include:

Medical Clinics and Dental Clinic

- All Medical Clinics will be aligned under Community Health and Wellbeing. The Cobram Medical Clinic Manager will report to the Executive Manager Community Health and Wellbeing Cobram and the Nathalia Medical Clinic Manager will report to the Executive Manager Community Health and Wellbeing Nathalia/Numurkah. All reporting lines for medical clinic staff are unchanged.
- Director Medical Services, General Practitioners, VMOs and medical specialists will report to CEO as per current arrangements
- Dental Clinic will be aligned under the Operations Department and reviewed in April 2022 with further changes to follow depending on the review outcomes. Dentists will continue to report to the CEO as per current arrangements. The Dental Clinic Manager will report to the Director Operations. All reporting lines for dental clinic staff are unchanged.

Community Health and Wellbeing

- The existing Primary Health and Community Health Departments at Nathalia, Cobram and Numurkah campuses will be renamed Community Health and Wellbeing.
- Responsibility for Nathalia Community Health and Wellbeing moves from the Director Clinical Services (DCS) to Community Health and Wellbeing
- All Medical Clinics will be aligned under Community Health and Wellbeing
- Community Health and Wellbeing will be assigned Community Health and Wellbeing portfolios/ functions, with each manager taking on NCN Health wide responsibility for some areas
- Renaming of managers to Executive Manager Community Health and Wellbeing. The Team Leader roles will be renamed to Assistant Managers. Permanent Assistant Managers will be recruited to support the day to day operations of Community Health and Wellbeing.

Clinical Services

- Nathalia Medical Clinic and Nathalia Community Health and Wellbeing functions moved from the Director Clinical Services area of responsibility to Community Health and Wellbeing.
- The vacant Deputy Director of Nursing (DDON) will be filled (recruitment currently underway) and is now an NCN Health role supporting the three Directors of Clinical Services.

- All Director Clinical Services roles will be assigned an NCN Health portfolio/functions as well as having site-specific responsibilities.
- New NCN Health Education Coordinator role to be created and advertised. The fixed term Numurkah Education Coordinator role will cease at the end of its fixed term arrangement ie. June 2021.
- Alignment of reporting lines of Clinical Support Nurses, No Lift Trainers to all report to the NCN Health Education Coordinator.
- New NCN Health Infection Control Coordinator role to be created and advertised. The fixed term Infection Control Coordinator role will cease at the end of its fixed term arrangement ie. June 2021.
- Alignment of reporting lines of all Infection Control Nurses to all report to the NCN Health Infection Control Coordinator.
- Redeployment to NCN Health Theatre Unit Manager

Operations (previously Corporate Services)

- The existing Corporate Services Department will be renamed Operations Department.
- Director of Corporate Services title will change to Director of Operations.
- Functions under operations will be split into Business Services (existing) and Operations Manager (new) positions. The Operations Manager position will be advertised shortly.
- Change of reporting line for the Business Services Manager from Director of Clinical Services Nathalia campus to Director of Operations.
- Information Communication Technology (ICT), capital projects, procurement, risk and legislative compliance, contracts and procurement functions will be part of Operations.
- Maintenance, food services and environmental functions will be part of Operations.
- Change in reporting lines for Food Services Supervisors/Team Leaders, Environmental Services Team Leader and Supply Supervisors to the Operations Manager.
- The ICT Coordinator role at Numurkah has been restructured to an NCN Health role at 0.8 EFT. This position will be advertised as a new role across NCN Health.
- Change in reporting line of the Contracts Administration Assistant to the Executive Services Manager.
- Change in reporting line for ICT Co-Ordinator and ICT Administration Support to Business Services Manager.
- Whole of Organisation Risk and legislative compliance shifts from Quality Department to Operations Department.
- Strategic projects (enterprise-wide) is added to this function, with an Operations Manager added to support delivery of projects across NCN Health.

People and Culture

- The Communications Coordinator (existing) will be moved to the People and Culture area, and the communication function will be responsible for internal communications, community communications engagement and fundraising.
- A new Communications Officer role will be created and advertised to support communications across NCN Health.

- Volunteer Coordinator role at Numurkah has been restructured to be an NCN Health role taking on all volunteers for NCN Health and will work 0.8 EFT across NCN Health. This position is filled with the current person in the role.

Quality Improvement & Risk

- Rename Manager Quality Improvement and Risk to Executive Manager Quality Improvement and Clinical Risk.
- Alignment of reporting lines of the Clinical Quality Officers to report to the Quality Improvement and Clinical Risk Executive Manager.
- Movement of the corporate risk and legislative compliance to Operations Department.

Finance

- Rename Manager Finance to Executive Manager Finance.

I am aware that these changes will mean a change or reporting relationships for some staff. This structure has been developed to continue our focus on aligning NCN Health with the new strategic plan and enhance our health service to continue providing excellent, safe and quality care every time.

Staff who have been affected by these changes have been individually consulted and provided with relevant Change Impact Statements. These Change Impact Statements have also been provided to the relevant unions.

This is an exciting time for NCN Health and building our organisation as a leading health care provider in our community and region. Please find attached the visual organisation structure for your information.

Jacque Phillips

Chief Executive Officer

27 April 2021