

16 January, 2020

Mr Paul Healey
Industrial Relations Organiser
HACSU

Dear Paul,

Change to staffing structure at 1 East, Box Hill Hospital

In early 2020 nine additional mental health beds will be co-located with the existing eight detoxification beds at 1 East. It is proposed that 1 East will be an integrated ward, with the two units (AOD and Mental Health) collaborating closely. Clinical governance will preside with the two Programs and operational management will be led by the Mental Health Program. Clients will be managed as separate cohorts.

I am writing to advise you how these proposed change(s) will impact Eastern Health staff and how we will support Eastern Health staff through these changes.

What do the proposed changes mean?

- It is proposed that the NUM will have management of the nursing workforce for the whole ward and in accordance with the Mental Health EBA the NUM will be required to have mental health qualifications.
- It is proposed that ANUMs will provide leadership across the ward. The ANUMs will be required to possess previous experience working in a mental health environment and it is desirable that they have a mental health qualification.
- Current 1 East nursing staff who have mental health qualifications will work across both AOD and mental health beds, with additional training as required.

Change Principles

- This correspondence and a copy of the Change Impact Statement will be provided to all impacted staff, relevant union(s) and all nominated employee representatives.
- Staff are welcome to seek the assistance of an employee representative at any stage during the process, including a union representative.
- Consultation meetings will be held with staff, unions, and employee representatives, in accordance with the respective enterprise bargaining agreement.
- Eastern Health will consider responses to the proposed change by staff and/or relevant unions and/or employee representatives, inclusive of any alternative proposal(s) to the proposed change.
- Eastern Health will provide staff with correspondence regarding the outcome of the proposed change.

If you have any questions regarding this process, please contact Emily De Boer, People and Culture Business Partner (Mental Health and Statewide Services) via telephone on 0466027776 or via email on Emily.deBoer@easternhealth.org.au.

Yours sincerely



Rebecca Johnson

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CHANGE IMPACT STATEMENT

This Change Impact Statement relates to the proposed operational changes that will be required to operate 1 East at the conclusion of the building works.

CAMPUS	Box Hill Hospital
PROGRAM	Mental Health Program and Statewide Services
DEPARTMENT	Mental Health Program Adult Acute Services; Turning Point Addiction Medicine Unit (TPAMU)

1. Brief Description of Change Proposal

Eastern Health is refurbishing Ward 1 East, Box Hill Hospital to create 9 new Mental Health inpatient beds in addition to the existing 8 addiction medicine beds on the ward.

2. Current Situation

There are currently 25 Adult Mental Health Inpatient beds at Box Hill Hospital, located at Upton House. There are 8 detox beds located at 1 East, Box Hill Hospital and 12 stabilisation beds at Wellington House nearby.

Nursing staff (ANUMs, ENs and RNs) at 1 East are currently rostered to rotate through 1 East and Wellington House. There is a NUM for 1 East and a NUM for Wellington House.

3. Proposed Situation

The currently unused area of ward 1 East will be refurbished to create 9 Mental Health inpatient beds which will be co-located with the 8 addiction medicine beds.

1 East will work as an integrated ward from an operational perspective, with the two units (TPAMU and Mental Health) collaborating closely.

Clinical governance will preside with the two Programs (i.e., model of care, quality and safety, management of medical, allied health and ancillary staff, compliance with key performance indicators and funding requirements), in conjunction with the professional chiefs as required. Corporate management will be provided by the Mental Health Program (i.e. nursing management and leadership, finance, rosters, flow & access, OH&S and Daily Operating System (DOS)). There are no plans to change the bed allocations as this is determined by funding (i.e. there will remain 8 addiction medicine and 9 Mental Health beds). Access and flow to the 8 addiction medicine beds will be managed on a day-by-day basis by the NUM in close consultation with Turning Point management.

The current staff profile for 1 East is as follows:

- NUM 1 EFT
- ANUM 4.63 EFT
- Registered and enrolled nurses 4.63 EFT
- Peer Worker 1 EFT
- Administrative Assistant 1 EFT
- Psychologist 1 EFT
- Registrar 0.5 EFT
- Social Worker 0.07 EFT
- Addiction Medicine Consultant 0.67 EFT

The proposed additional staffing numbers pending funding for the Mental Health beds at 1 East is as follows:

- ANUMs 4.63 EFT
- Registered and enrolled nurses 8 EFT
- Registrars 1.5 EFT
- Psychiatrists 1.5 EFT
- Social Worker 1 EFT
- Occupational Therapist 1 EFT
- Psychologist 0.42 EFT
- Dietician 0.21 EFT
- Pharmacist 0.53 EFT
- Pharmacy Technician 0.11 EFT

- Nurse educator 0.42 EFT
- Safety Officer 1 EFT
- Peer worker 0.53 EFT
- Carer Consultant 0.32 EFT
- Ward clerk 0.5 EFT

Recruitment will occur for the new mental health positions pending confirmation of operating funding from the Department of Health and Human Services and approval by the Eastern Health Executive.

It is proposed that there will be one NUM to manage the ward. ANUM shifts will be responsible for leadership across the ward. Nursing staff will be rostered to meet EBA requirements. Additionally, it is planned that there will be one administrative officer for the ward.

Clients will be managed as separate cohorts.

It is proposed that nursing staff will initially be employed under a combination of the Nurses and Midwives (Victorian Public Sector) Enterprise Agreement 2016-2020 and the Victorian Public Mental Health Services Enterprise Agreement 2016-2020, depending upon the relevant experience and qualifications. As new nursing staff are employed to the integrated unit, over time it is anticipated that most will transition to the Victorian Public Mental Health Services Enterprise Agreement 2016-2020 but will also have the necessary skills to manage complex physical health conditions.

There is no proposed change to the operations or leadership structure at Wellington House.

4. Benefits and Cost Savings of Proposed Change (if appropriate)

The addiction medicine beds are funded to provide statewide medically supported withdrawal services against a well-established model of care which has been in place since 2018.

The additional mental health beds will improve access to mental health care for consumers in the eastern region. Additionally, they support the achievement of key performance indicators in the Statement of Priorities, including reducing the unplanned readmission rate and

improving emergency department access and flow for people presenting with mental illness.

Whilst funding streams and activity reporting are separate for the MH & addiction medicine beds, co-locating with addiction medicine will provide a platform for enhanced treatment of those with co-occurring mental health and AOD conditions. In addition, there will be a strengthened partnership between the Mental Health and Statewide Services Programs that will enhance staff capability across both areas of practice.

Operational efficiencies that will be achieved due to the co-location of the addiction medicine and Mental Health beds, for example will be shared equipment and shared staff. There are no cost savings with this proposal.

5. Effects of Change Proposal on Staff in this Department

Include aspects such as EFT numbers, location changes, shift/penalty rate changes etc. Attach a list of actual staff who will be affected where applicable.

The first phase of the build will occur in the unoccupied area of the ward which will be isolated from the addiction medicine areas.

The second phase is scheduled to commence in mid-February 2020. At that time, the addiction medicine beds will be moved to the new Mental Health beds on the other side of the ward, to allow the final stage of works in the addiction medicine bed side of the ward. Planning for this, including a review of space requirements, commenced at the 1 East User Group on December 5, 2019.

Current 1 East staff who have mental health experience will work across both addiction medicine and Mental Health beds.

Staff (current and new staff) will be involved in implementing the models of care and developing this innovative model further over time.

The following staff will be directly impacted by the proposed change and there will be consultation about the impact with each individual.

- NUM
- ANUMs
- Registered & enrolled nurses
- Administrative assistant.

The list that follows is the 1 East and Wellington House staff that will be indirectly impacted by the change. The role of these staff members is

not proposed to change.

- Shared Care Coordinator
- Clinical Psychologist
- Registrar
- Addiction Medicine Consultant
- Aboriginal Liaison Worker
- Peer Worker
- Social Worker
- Nurse Educator
- Art Therapist.

6. Any Occupational Health and Safety Impacts

- Noisy works and increased risk of occupational violence during building works. An OH&S risk assessment has been undertaken and ongoing monitoring during the change period will occur.

7. Retraining of staff to achieve Proposal (where applicable)

The Model of Care for the Mental Health beds has been finalised ; any existing addiction medicine nursing staff who express an interest to work at 1 East with MH clients will be assessed relating to any requirement for further training and will be supported to undertake this training.

An orientation package for the addiction medicine staff and an ongoing learning package will be available.

An orientation package for the new recruits to 1 East will also be available and includes topics relevant to both mental health and addiction medicine.

Additionally, the Learning and Teaching Directorate will continue to monitor future learning needs for all staff on 1 East.

8. Measures to Mitigate Effects on Staff

There will be consultation with each impacted staff member about changes to employment conditions on an individual basis.

Regular communication will occur with staff about progress through the 1 East User Group.

9. Effects of Proposal on Services/Staff in other Departments

A representative from Box Hill Hospital (site management) is a member of the Project Control Group. Planning is occurring in conjunction with representatives from the site and communication regarding the changes will occur where required. Whilst not directly affected, Nursing Coordinators, Security and other Emergency Code staff may be indirectly affected as a result of the addition of 9 mental health beds at the Box Hill Hospital site.

10. Timeframe and Dates for Proposed Change

Building works commenced onsite on December 2, 2019 and are planned to be finish in April 2020 with the whole ward operational in May 2020.

Stage 1 (on unoccupied side of ward): approximately 90 days (Demolition planned for approximately 2 weeks from December 9, 2019 (7:30am-3pm) and is currently planned for completion on February 19, 2019.

Stage 2 (on addiction medicine bed side of ward): approximately 30 days. The addiction medicine beds will be moved to the MH side of the ward during this period.

Initial consultation regarding staffing and operational commissioning of the unit, including planning for the move of the addiction medicine beds, commenced on December 5, 2019.

It is planned to commence new staff in April 2020 to allow adequate time for orientation and opening of the ward in May 2020.

11. Details of Staff/Union Consultation Conducted to Date

A User Group was established to develop the plans with the architect, including staff from the Mental Health Program and TPAMU services, and consumer representatives. The plans were signed off by the user group, including the Health and Safety Representatives and OH&S, after consultation more broadly with staff.

The staff from Turning Point have had the opportunity to view and comment on the plans. They are displayed in 1 East and in Wellington House.

A User Group was established to discuss the proposed model of care and operational budget for the Mental Health beds and met six times

between May and September 2019. Attendees included the NUMs and leadership representatives from Statewide Services and Mental Health Programs. A list of operational issues and actions was collated and is being worked through as part of the operationalising of the unit.

On 26th September 2019, a walk-around was conducted with staff by the NUM of 1 East and NUM of Wellington House.

On 9th October 2019, correspondence was sent to ANMF and HACSU advising of the proposal to refurbish 1 East to create 9 additional Mental Health beds.

On 16th October 2019, there was a meeting with ANMF and HACSU to view plans and advise of the planned consultation process once operational funding was confirmed.

On 26th November 2019, there was a meeting with ANMF to discuss staff concerns, plans for the building works and the consultation process.

On 27th November 2019, there was a meeting of the Turning Point Treatment Services Managers to discuss the plans for the 1 East capital works including the communication plan.

On 29th November 2019, there was a TPETs staff forum for staff from 1 East about the plans for the building works and the user group process to manage operational concerns.

On 5th December 2019, the 1 East User Group met for first meeting and discussed the background and capital works for the additional beds, the current Model of Care (MOC) for addiction medicine beds, proposed MOC for the mental health beds and role of the User Group.

The consultation about this change includes:

- Weekly 1 East User Group meetings.
- Staff can provide a written response to the Change Impact Statement by January 30, 2020.
- Further meetings with all staff will be arranged for the week of February 2 and February 23, 2020.
- Alternative proposals are due from staff on February 27, 2020.
- The outcome of the consultation to be communicated with staff in the week of March 1, 2020.

Prepared by: Lisa Shaw-Stuart, Program Director Mental Health and Anthony Denham, Program Director State-wide Services

Approved by: Karen Fox, Acting Executive Director Clinical Operations (SWMMS) & Lee Boyd, Executive Director Learning & Teaching and Chief Nursing Officer

Date: 15 January, 2019.