

Change Impact Statement

This Change Impact Statement (CIS) is provided as part of Western Health's engagement of all relevant stakeholders, including employee/s and union/s in a comprehensive consultative process in accordance with our industrial relations obligations enshrined in the relevant enterprise agreement.

An invitation to engage with Western Health was forwarded to all relevant stakeholders, employee/s and their union/s at the initial conceptual stage of proposing a significant/major change in the workplace.

This document provides a proposal for change having genuinely considered all concerns and any alternative proposals or suggestions that are forthcoming during this conceptual consultation proposal stage. Western Health now formally advises that a decision to propose significant/major change is now being made which contains the following detail.

Date:	9 May 2023
Department/Program/Service/Unit:	Organisation Wide
Division:	Chronic and Complex Care
Person initiating the change proposal:	Kirsty Barnes Divisional Director Paul Leyden Deputy Chief Operating Officer

Equivalent roles involved in initial conceptual consultation:

- Divisional Director
- Clinical Service Director
- Director
- Director of Nursing
- Operations Manager
- Personal Assistant
- Quality & Safety Partner
- Data and Performance Lead
- People and Culture Partner
- Industrial Relations
- Occupational Health & Safety Representative
- Supply Officer
- Admin Manager
- Administration Staff
- Medical (GP)
- Addiction Medicine Consultant
- Consultants (Gynae, ID, Gastro, Endo)
- Nurse Unit Manager
- Associate Nurse Unit Manager
- Nurse Practitioner AOD
- Psychiatric Nurse
- Nurse Educator
- Care Coordinator
- DNE
- Enrolled Nurses (Medication Endorsed)
- Pharmacist
- Pharmacy Technician
- Service Manager
- Clinical Psychologist (Forensic)
- Physiotherapy
- Occupational Therapist
- Social Work
- Podiatrist
- Dietician
- Senior Drug and Alcohol Clinician
- Community Services Development Officer
- Aboriginal Health Liaison Officer
- Dentist
- Dental Assistant
- Radiographer
- Sonographer

- Radiologist
- Medical Imaging Assistant

- Patient Services Assistant

1. An overview of the current situation

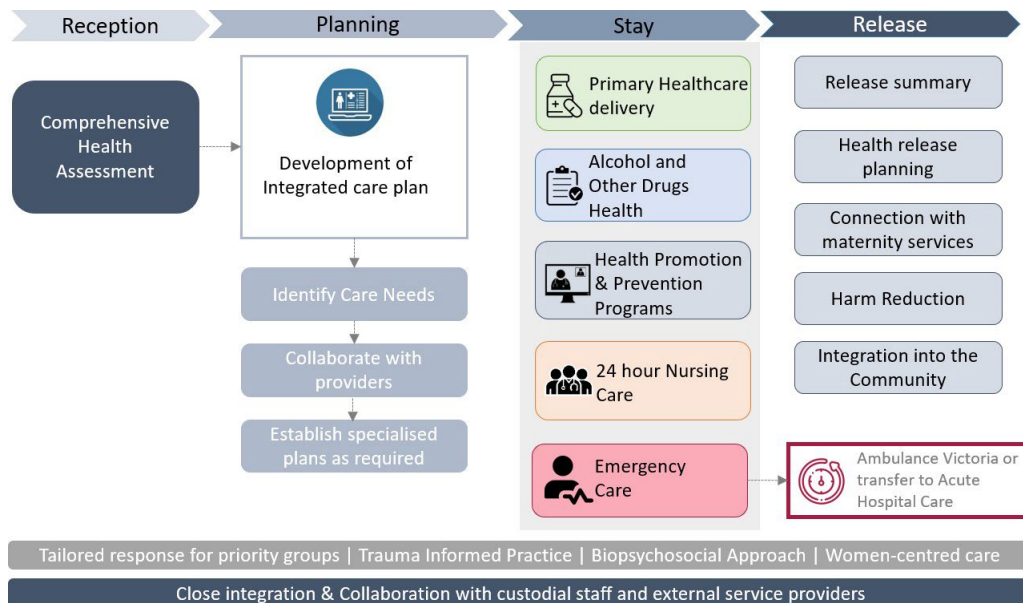
Earlier this year the Department of Justice and Community Safety made a decision for the delivery of primary healthcare at Dame Phyllis Frost Centre (DPFC) to transition from Correct Care Australia (CCA) to Western Health (WH) on July 1, 2023.

The transition for primary health care at DPFC has been informally discussed with unions and has been announced to staff of Western Health following a memorandum sent on 30 March 2023. The health service seeks to formally engage employees and their unions in various consultative forums about the immediate and long term services and structures that will be in place as a result of the transition.

2. The details of the change proposal

The delivery of primary healthcare at DPFC will include a 24-hour nursing service, on-call medical service, extensive allied health services, alcohol and drug services, aboriginal health and integrated care planning. An emphasis on population health and health promotion will also be part of the Model of Care. Western Health will provide a primary workforce and closely collaborate with custodial staff and the external service providers to ensure interconnected service delivery at DPFC.

The service delivery model is outlined below:



If a women in the correctional facility cannot be treated at DPFS, they may be transferred to a hospital or site where services are available. Where specialist services are required, access to care via in-reach model or virtual care will be offered to mitigate the requirement for transfer. If emergency care is required, an ambulance will be called and arrangement will be made to take the women to the nearest emergency department.

Primary Care

- Medication Management
- Clinical reviews:
 - Allied Health
 - Medical
 - Nursing
 - Psychology
- Specialist reviews (face to face/virtual)
- Dental Services
- Medical Imaging Services
- Optometry Services (External provider)
- Pathology Services (External provider)

Alcohol and Other Drugs Health

- Medication Assisted Treatment for Opioid Dependence
- Development and control of medical and psychiatric comorbidities.
- Care of pregnant women with substance use disorders
- Case Management
- Counselling
- Rehabilitation for complex trauma, including family violence.
- Dual Diagnosis management
- AOD Intervention via individual and/or group based programs

Health Promotion and Prevention Programs:

- Immunisation programs
- Programs for Mental Health and Indigenous Health
- Gender counselling
- Peer support groups/programs
- Screening programs
- Hepatitis treatment and assessment

Emergency Care:

Nursing and Medical staff will provide:

- Rapid response to clinical requirements
- Emergency care
- Clinical guidance to custodial staff where a transfer is required

Release:

- Liaising with patient's GP or establishing a new GP
- Specialist and Community follow up appointments
- Connection to maternity services
- Transition of care to community providers and supports

3. The rationale for this significant/major change proposal (the need/drivers for the concept behind the proposed change being necessary or innovative)

The transition will allow for the healthcare needs of the women within the correctional facility to be met by Western Health.

The objectives for the transition are:

- A cohesive integration into Western Health
- Implementation of Western Health – Best Care Framework
- Integration of the previous incumbents structure and business of WH
- Accession of systems and processes to ensure the continuity of business as usual
- Obtain a comprehensive understanding of the current clinical service models provided and explore areas for innovation or improvement.
- Engage staff groups and continue to build a culture where people are proud to work
- Ensure staff are not overwhelmed by work of the transition

4. The potential effects of the proposed change on employee/s, patient/s and/or service delivery.(include information relating to proposed position, location, classification or shift changes)

The transition will:

- Provide professional development and career progression opportunities for WH staff to work within DPFC
- With appropriate induction, part-time, pool and casual staff will have an opportunity to work shifts within DPFC
- Provide care tailored to the women's needs
- Staff will be located at DPFC in Ravenhall
- It may be necessary to rotate staff to the DPFC from other WH sites in the event of staff challenges. In the event that staff are required to participate in a rotating roster a full consultative process with staff and their union/s will occur.

5. Training, development and educational requirements that may be required/ have been considered.

- As per current process, all staff will have access to orientation to WH systems and services as well as the DPFC.
- Staff will also have the opportunity to avail themselves of Western Health educational programs.

6. Measures to mitigate effects on staff

- Workshops will be held whereby staff are engaged to discuss and provide feedback on the model of care (MOC).
- Staff forums
- Formal engagement with key stakeholders, including unions
- Staff will have access to EAP throughout this process

7. Indicative Timeframe and dates for proposed change (having regard for the following table)

Step	Action	Timeframe
1.	Employer provides Change Impact Statement and other written material required by enterprise agreement	
2.	Written response from Employees and/or Union	14 days after step 1
3.	Consultation meeting/s convened	7-14 days after step 2
4.	Further Employer response (where relevant)	After the conclusion of step 3
5.	Alternative proposal from Employees of Union	14 days after step 4
6.	Employer to consider alternative proposal/s consistent with the obligation to consult and, if applicable, to arrange further meetings with Employees or Union prior to advising outcome of consultation.	14 days after step 5

Where occupational health and safety impacts are identified, a risk assessment of potential effects of the change on the health and safety of employees must be undertaken, in consultation with the local HSR/s. A plan to mitigate any should be included in the paperwork to employees and their union/s. An OH&S Assessment to be included where deemed necessary in accordance with enterprise agreement obligations.

Manager Name:

Manager Signature:

Executive Director / Director Name:

Executive Director / Director Signature:

John Ferraro, Chief Operating Officer



EDON/ Director Nursing& Midwifery Name:

EDON/ Director Nursing& Midwifery Signature:

Shane Crowe



Checklist for Leaders when proposing to implement change in the workplace.

- ❑ A genuine process of consultation by engaging all relevant stakeholders has occurred at the conceptual stage of the proposed change in order to consider all of the effects the proposed change will cause. This consultation creates an opportunity to understand and to plan to mitigate any detrimental effects the change proposal may have on Western Health employees.
- ❑ All items on the Change Impact Statement (CIS) have been completed.
- ❑ All relevant documents (as approved by relevant People and Culture Business Partner or the Manager, Employee Relations & Business Partnership as they will advise regarding the exclusion of sensitive material, documentation that is considered “commercial in confidence” or legally privileged documents) have been included.
- ❑ Consideration as to whether an OH&S assessment needs to be performed and documented in accordance with industrial relations obligations has occurred. (Advice from Director People, Culture & Safety and/or Manager, Employee Relations & Business Partnership is advised).
- ❑ If the change proposal will result in a loss of position, Managers must seek advice from their People and Culture Business Partner or the Manager, Employee Relations & Business Partnership to ensure that they follow the provisions set down in the relevant enterprise agreement and the State Government Industrial Relations redeployment and redundancy framework and enterprise agreement obligations.
- ❑ If the proposed change is likely to lead to disputation between Western Health, its employee/s and or union/s, Managers must seek advice from their People and Culture Business Partners or the Manager, Employee Relations & Business Partnership.