

Discussion Paper

Proposed Greater Western Area Health Service Cluster Structure

Table of Contents

	Page No
Introduction	2
Need for Change	2
Proposed Cluster Model	3
Benefits of Proposed Structure	3
Cluster Executive	4
Cluster Director	4
Facility Managers	5
Review of Staff Roles	5
Feedback	5
<u>Appendices</u>	
A. Map of Proposed Clusters	6
B. Organisational Structure	7

Introduction

The purpose of this document is to outline a proposed new cluster structure for Greater Western Area Health Service (GWAHS).

At the core of the proposed Cluster Structure is the reduction in the number of Clusters and the strengthening of Cluster management to allow local health service managers the ability to focus on the delivery of core clinical services.

The existing Clusters will be aggregated into four Clusters each with a dedicated Cluster Executive Team.

The document explains the factors underlying the change, the proposed Cluster model and benefits of the new structure to the community and organisation. It provides a map of the proposed Clusters and organisation chart.

Need for Change

There are a number of factors driving the need for change, including but not limited to:

- Public perception that there are too many administrators in GWAHS and uncertainty where to direct questions or to seek information
- Long standing requests from a few communities to move to nearby Clusters where it is believed there is closer affinity
- Improved management structure which facilitates natural flow and access of patients to key health services
- Desire of many members of Dubbo community to have dedicated on site senior manager in Dubbo Base Hospital
- Management structure which supports greater access to smaller communities through range of mechanisms eg telemedicine, outreach services

In April 2008 the Chief Executive, Dr Claire Blizzard asked the Director, Finance & Corporate Services, John White to conduct a review of Management Structures within Clinical Operations.

One of the primary aims of the review was to identify areas where there is duplication and to provide recommendations to enhance the health service's management effectiveness, overall efficiency and capacity to provide greater access to safe health services.

The review identified the following issues within the existing six Cluster model:

- * The number of Clusters within GWAHS of 6 plus Mental Health indicates an over investment by GWAHS in operational management.
- * The scope of Cluster Manager's responsibilities limits the grading (and therefore salary) of the positions reducing the health service's competitiveness in a strongly contested executive labour market.

The need for change was clearly identified in the Dubbo Health Services Strategy Future Directions (2007).

There were a few communities whose natural allegiances were not supported by current management / cluster structure.

Proposed Cluster Model

GWAHS is proposing a Cluster structure comprising four (4) Clusters, namely:

- * Northern Cluster incorporating the existing Central, Mitchell and Castlereagh Clusters.
- * Southern Cluster incorporating the existing Southern Cluster but including Tullamore and Tottenham MPS previously in Mitchell Cluster.
- * Eastern Cluster incorporating the existing Eastern Cluster but including Rylstone MPS previously in Central Cluster.
- * Western Cluster incorporating the existing Remote Cluster remains unchanged.

In determining Cluster boundaries the Area Health Service used a number of factors including facilities that considered geographical and budget size, the natural inter-facility flow of patients and the range of services provided throughout the Cluster.

Map of the proposed Clusters is at Appendix A

Benefits of Proposed Structure

The proposed Cluster structure will provide GWAHS with the following benefits:

1. The formation of a new cluster 'Northern' formalises the leading role Dubbo Base Hospital has as the referral centre (hub) for communities in the current Mitchell and Castlereagh Clusters
2. The proposed new management structure will facilitate the establishment of a clinical hub at Dubbo providing support and outreach services to surrounding communities.
3. *Simplicity*: A simplified structure means enhanced decision making processes for local communities (within Health Department policy). Stronger governance arrangements will ensure clear accountability at all levels of the Health Service.
4. *Efficiency*: Four Clusters will reduce administration processes and duplication of effort. The proposed structure will significantly reduce the number of meetings, committees and other management practices and processes.

5. *Strong Local Management.* The local management structure will ensure managers remain within the local community and continue to form strong local partnerships.
6. *Enhanced Cluster Support.* Fewer Clusters will enhance corporate support services providing human resources, financial management and business services, allowing Cluster managers to focus on delivery of health care and potential reinvestment into front line services
7. *Competitive Recruitment.* Larger Clusters will enable the health service to attract highly skilled health executives and improve competitiveness in a tight labour market.
8. *Consistent Evidence Based Health Care.* The reduced number of Clusters allows more consistent application of evidence based processes throughout the Health Service.

Cluster Executive

Eastern, Southern and Western Cluster Executive remain unchanged at this time. Further consideration of Southern and Eastern structures will occur following the completion of the new Orange Health Service capital redevelopment. The Northern Cluster will have a new Executive Team which will include a senior position responsible for day to day management of Dubbo Health Service.

Leadership of Cluster Executive to be expanded to include wider range of senior staff within that Cluster.

Cluster Director

The position of Cluster General Manager reports to the Director, Clinical Operations. The Cluster General Manager is directly responsible for the overall operational management of all health services within the Cluster and will ensure services are accessible, co-ordinated and responsive and focused on improving patient outcomes.

General Manager, Dubbo Hospital:

Responsible for day to day operations and assists Cluster General Manager in strategic direction setting.

The Cluster General Manager will continue to be accountable across four key areas:

*** Clinical**

- Ensure and enable excellent standards of clinical practice.
- Ensure services are provided as locally as possible
- Actively manage hospital admissions and access block

* **Strategic**

- Implement and manage the GWAHS Performance Agreement along with other key clinical deliverables.
- Lead the implementation, monitoring and evaluation on all planning initiatives within the sector consistent with the GWAHS Strategic Plan.

* **Operational**

- Be ultimately accountable for the Cluster's financial and physical resources within allocated budget.
- Drive and support the provision of services using evidence based framework.

* **Governance**

- Implement policies and practices which promote a focus on the needs of patients as individuals
- Legislative and statutory obligations.

The Cluster General Managers will be located at the following locations:

* Northern Cluster	Dubbo
* Southern Cluster	Cowra
* Eastern Cluster	Orange
* Western Cluster	Broken Hill

Facility Managers

Facility managers will continue to report to the Cluster General Manager.

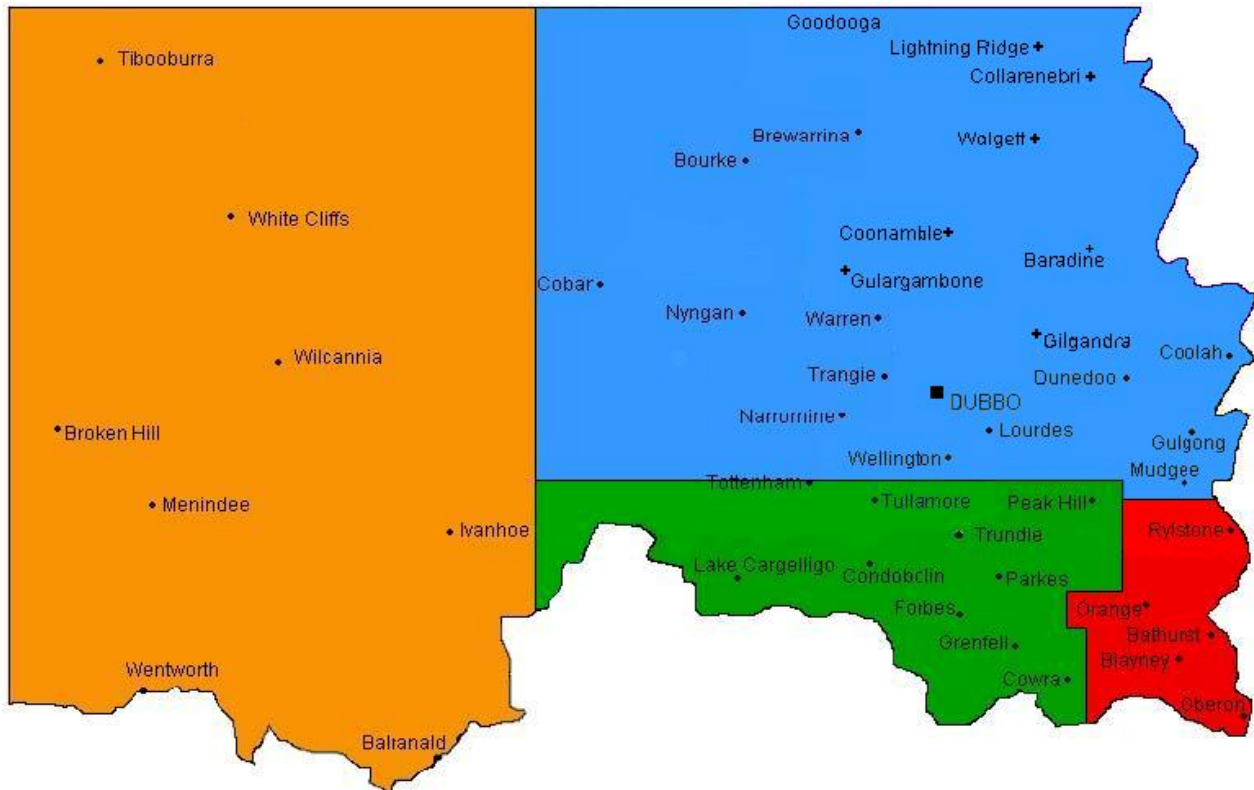
Review of Staff Roles

The positions of the majority of staff will not be affected by the new Cluster structure. The small number affected will be supported through redeployment options in accordance with Department of Health policy directives. There will be no forced redundancies.

Feedback

Feedback or questions about the proposed GWAHS Cluster Structure should be forwarded to the Director, Finance & Corporate Services on email John.White@gwahs.health.nsw.gov.au.

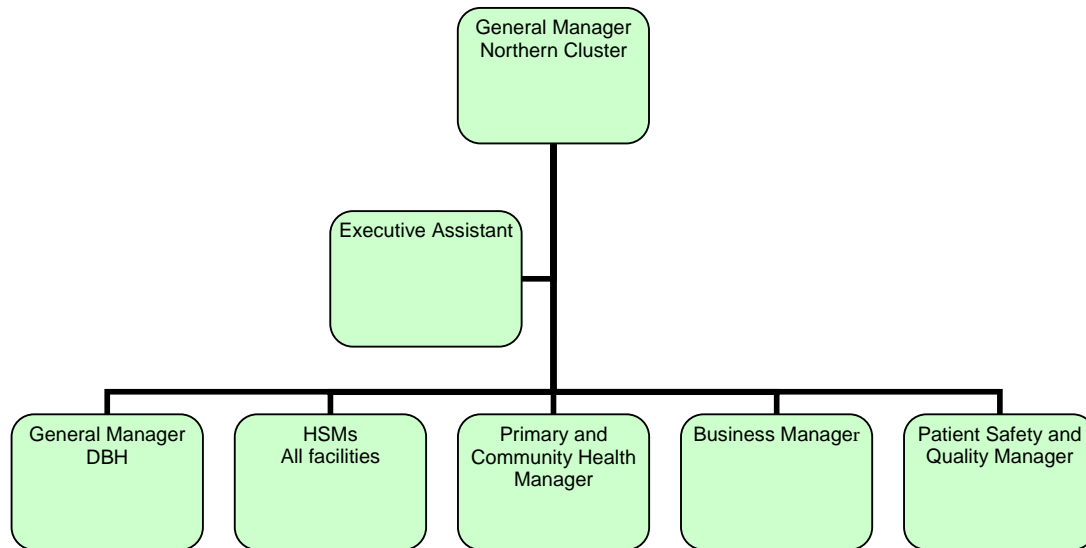
Proposed GWAHS Clusters



Remote	Southern	Eastern	Northern	
Balranald	Canowindra	Bathurst	Baradine	Lourdes (CHC)
Broken Hill	Carcoar	Blayney	Bourke	Mendooran
Dareton	Cowra	Oberon	Brewarrina	Mudgee
Ivanhoe	Condobolin	Orange	Cobar	Narrumine
Menindee	Eugowra	Rylstone	Collarenebri	Nyngan
Tibooburra	Forbes	St. Vincent's (CHC)	Coolah	Trangie
Wentworth	Grenfell		Coonabarabran	Walgett
White Cliffs	Lake Cargelligo		Coonamble	Wanaaring
Wilcannia	Molong		Dubbo	Warren
	Parkes		Dunedoo	Wellington
	Peak Hill		Gilgandra	
	Quandialla		Goodooga	
	Tottenham		Gulargambone	
	Trundle		Gulgong	
	Tullamore		Lightning Ridge	

Appendix B

Recommended Structure for Northern Cluster



Recommended Structure for Dubbo Base Hospital

