CHANGE IMPACT STATEMENT

Nexus Primary Health Restructure

Date: January 2019

1. Brief Description of Change Proposal

Background

Nexus Primary Health (Nexus) is currently reviewing its management structure with a view to considering how best to manage its growth, particularly with demands from the expanded National Disability Insurance Scheme (NDIS) and opportunities related to individualised funding models. We also need to support and respond to our growing Allied Health team and consider new ways of providing services and greater use of technology in general.

Proposed Situation

Nexus recognizes that the growth and prospective business opportunities have meant that we need a greater level of operational support. With the thinner margins on service associated with the new funding models, we need to consider how we use positions to cover both the operational and strategic imperatives. To do this, it will be necessary to restructure the business which will include some redundancies.

It is proposed to reorganize the management structure, to free up resources and reduce some layers of management in order to better support the opportunities that are arising. In particular, support is required for growing demands in Community Support Services with more clients requiring individual support to remain in their homes under a range of programs such as NDIS, Home and Community Care Program for Younger People (HACC – PYP), Commonwealth Home Support Packages (CHSP), Home Care Packages, Post – Acute Care and Targeted Care Packages (TCP). A logistical consultation project (e.g. LEAN) will be undertaken within Community Support Services to further drive our efficiencies.

Integration and innovation will become a component of all roles and be supported by the Quality and Operational structures. In the short term positions under the Integration and Innovation Team will report to the Chief Executive with operational support coming through the managers responsible for data reporting and resource allocation In the future we may consider how to use AHPRA registered staff to review and facilitate clinical practices in a consistent manner.

An upgrade of our social media platform is well underway and will systematise the marketing processes and analysis of impact. Minor role changes will be made to the Asset and Infrastructure Manager, the Executive Support Officer and some team leader positions.

Benefits of proposed change

The change will increase operational level support and provide funds to undertake the measures outlined in this Statement.

Effects of change proposal on staff

The following positions are due to be made redundant, with the staff impacted to be financially compensated with separation packages in accordance with the relevant Enterprise Agreement (Victorian Stand-Alone Community Health Services (Health & Allied Services, Managers and Administrative Officers) Multi Enterprise Agreement).

- Innovation & Integration Executive Manager
- Marketing & Engagement Manager

The position of Executive Support Officer will also be refocused to standardize business functions and take on the responsibility of being a key liaison with our Managed Service Provider.

Separately, and not linked to the proposed redundancies, the position of Finance & Business Executive Manager will not be filled following the recent resignation of the incumbent. Higher order finance business functions will be obtained as required through our Community Health Services partners. A Management Accountant will be recruited to undertake the day-to-day finance responsibilities.

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Further, the position of Chief Information Officer will be relinquished as planned once the incumbent's position is due to expire in March 2019.

Effects of change on other Departments

A refocus of the business detailed in the Proposed Situation above and increased use of sophisticated information technology will provide the necessary organisation wide support.

Measures to mitigate impacts

Staff impacted by this decision will be financially compensated with suitable provisions as per the relevant Enterprise Agreement.

Communication with Staff

Staff directly impacted by this decision are being advised and support offered, including use of our Employee Assistance Program.

2. Timeframe and Dates for Proposed Change

The changes proposed will be enacted from January to early February 2019.

3. Summary of proposed restructure

In summary, the principles of the proposed restructure are to:

- remove four senior positions (two Executive, one Management and the CIO) through a combination of measures;
- reflect the priorities of our rapid growth and organisational requirements;
- provide some funding for consultancy for Community Support Services;
- enable and support tighter operational processes and procedures;
- create and operationalise better business intelligence capacity;
- provide opportunities to leverage the strengths of current staff;
- create opportunities for partnership work with other Community Health services;
- structurally encourage alignment of the operational and strategic.

Further reviews are not being ruled out and may be considered after reviewing our financial position at the end of the current financial year.

4. Contact Details

To discuss any aspect of this change, please contact:

Name: Suzanne Miller Position: Chief Executive

Date: 9 January 2019