

Grampians Health

Next Steps

Grampians Health – Next Steps

Following approval from the Minister of Health for Edenhope and District Memorial Hospital (EDMH), Stawell Regional Health (SRH), Wimmera Health Care Group (WHCG) and Ballarat Health Services (BHS) to come together, the four health services will continue to engage staff and the community about Grampians Health.

Monday 1 November was the first official day of Grampians Health. Day one meant only very minor changes – we're going to be getting on with delivering healthcare for the community. Over the past 18 months, prior to officially coming together, we have worked closely as a team to manage the COVID-19 response and subsequent vaccination rollout as we embarked on exploring ways to improve care for our region.

This process highlighted the persistent challenges we face in providing safe, accessible and sustainable health care for our patients and has highlighted the scale of the opportunities we have from working together. These challenges will not be solved overnight and will take time and planning to overcome.

Our first priority is, and will always be, to provide high quality health care to our communities. Underpinning this, we are operating with kindness, compassion and in close collaboration moving forward, operating to the following three principles:

- As minimal change as possible to implement the new legal structure.
- Collaboration and engagement with our people across our sites for future planning and decision making.
- Where possible, we will take action for better outcomes quickly.

Long-term positive impacts will take time and will depend on the service planning process which will commence in early 2022.

A Project Implementation team has been established to work with staff and community across all locations to find ways to join our services, staff and sites together in order to deliver better health care to our region. The project team will be required for between 6 and 12 months, depending on the work stream.

This document provides transparent information about what staff and the community can expect in this establishment period of Grampians Health. We realise this is a complex change and we acknowledge and hope to address some of the concerns you must have.

Please email info@gh.org.au if you have any questions.

Detailed information about staff employment was provided to all staff member at the commencement of Grampians Health.

Establishment phase

Our Staff

Leadership and Governance

CEO and Executive leadership	As of 1 November, Dale Fraser became the Interim Chief Executive Officer for Grampians Health, and the previous CEOs of EDMH, SRH and WHCG are now executive leads at each local campus – so existing reporting lines will remain. This structure will be in place while the Grampians Health Board recruit an ongoing CEO.
Board and Board Chair	<p>Existing boards ceased on 31 October and a new Board for Grampians Health was established for 1 November. Local representation on this board is crucial.</p> <p>The new health service is classified as a public health service under the Health Services Act 1988 (the Act). It is governed by a Board of Directors that will:</p> <ul style="list-style-type: none"> • Have representation from all health service communities in all levels of the governance structure. • Ensure local knowledge and expertise in rural health are embedded in all levels of the governance structure.
Strategic planning	Existing strategic plans and clinical services plans continue to guide day-to-day work at each location. As part of the next steps, we will be working on developing a new strategic plan and clinical services plan for Grampians Health.
Funding for services	Funding continues to be received to run all existing services at each health service location.
Values	Existing values at each organisation continue, noting there is actually quite a lot of similarity between the values of each of the four campuses. You will have the opportunity to shape the values for Grampians Health during the consultation period.

Staff Arrangements	
Employment contracts	All contractual arrangements have transferred to the new health service, with no changes to contracts or entitlements.
Payroll	<p>All staff continue to be paid as per your usual fortnightly payroll days and timings.</p> <p>WHCG, EDMH and SRH staff have technically transferred to a new employer (see information about ABN below) – this means your year-to-date column in your payslip was reset and starts from 1 November. This will mean you will receive one payment summary soon and one (for Grampians Health) at the end of the financial year.</p>
Job classification	Your job classification has not changed.
Superannuation	Your superannuation entitlements and contributions have not changed.
Salary packaging	For WHCG, EDMH and SRH staff please speak to your salary packaging provider as your FBT year reset to commence again on 1 November.
Leave entitlements	Nothing has changed – all of your accrued leave types has rolled over.
Recruitment	Recruitment processes will not change at a local level, however you may see a benefit in collaborating across sites to promote opportunities.
Mandatory checks – working with children, police check	Nothing has changed – we will continue to assess and ensure compliance for mandatory checks for the entire Grampians region.
Vaccination status	Government directions will be maintained at a local level.
Volunteers	Existing arrangements remain for each health service.
Signage and Logos	
Uniform	Existing uniforms remain at all sites.
Logos and branding / Hospital letterheads / email signatures	Existing health services continue to use their own branding. A temporary graphic device for Grampians Health is used for some financial and corporate communications. Going forward, all staff and community will have the opportunity to develop a new look and feel for the new service, based on the development of shared values for the new organisation.
Signage at the hospital	Signage has not changed at any of the local sites. Naming and branding will be discussed with the community through the consultation period.

Ways of Working	
Rosters and work location	People continue to work when and where they worked prior to 1 November.
Compliments, complaints and feedback	These are provided through existing consumer liaison processes, as they were prior to 1 November.
Policies, procedures	Existing policies and procedures continue to be accessed in the same way – any changes to policies and procedures will depend on service planning.
Delegations	The new Board has adopted an Interim Delegations of Authority. This is an umbrella document that ties the four existing Delegations together at the higher levels. Operationally the existing Delegations remain in place at a campus level.
Clinical governance structures	Nothing will change immediately – existing structures remain at local levels.
Reporting and managers	Existing reporting lines continue as they were prior to 1 November.
Maintenance and support services	Support continues to be accessed from engineering and environmental services etc as you normally would.
OH&S	Your obligations under the OH&S Act remain and local processes continue.
Employee Assistance Programs (EAP)	Nothing has changed – existing contractual agreements continue with current EAP providers.
What do I say when I answer the phone?	Answer as you previously would. If you like, you can add the addition of “part of Grampians Health”.
Where do I say I work?	You will continue to work at your local locations, with the same names as prior to 1 November.
Administration	
ABN update	In the interest of the minimal change necessary principle, the decision was made to migrate SRH, WHCG and EDMH to the BHS ABN, reducing the amount of changes required across financial services – this has been the approach in other recent health service amalgamations.
Intranet and websites	The current intranet and websites for each service continue. Staff are able to find information relating to the transition on carefourregion.com.au and each site’s intranet.
Email system	Email systems remain unchanged.
I.T. systems and cybersecurity	All existing IT services, systems, apps and platforms continue.
Notifiable clinical incidents, escalation	Continue to follow existing processes and procedures.
Where do I order goods from / book a car / stock / petty cash?	Nothing will change.

Service Provision	
Urgent Care Centres	<p><u>Nothing will change.</u> No services or resourcing will be reduced at any location.</p> <p>Patients in each community follow the same arrangements and be treated the same way in their local service, be it urgent care, outpatients, x-ray or pathology.</p>
GP appointments and primary care	
Specialist appointments	
Allied health	
Community care	
Aged care	
Radiology and pathology	
Locums, agency staff and hospital rotations	
COVID-19 response	
Telehealth	

Third Party Suppliers	
Contracts and use of local suppliers	<p>A letter was sent to suppliers advising them of changes to the name and ABN (if applicable). Nothing else will change. Existing contracts and services will not change as a direct result of joining together. As contracts finish, we will leverage our combined purchasing power to negotiate organisation wide contracts where possible to maximise value and further explore value-add opportunities. If any contracts that you directly manage need to be renewed please Contact Peter Barton or Chris Ayles in the Corporate Integration team.</p>

Partnerships and Fundraising	
Local fundraising	Funds raised for each health service remain local (including donations to Foundations).
Community partnerships	Nothing will change – local partnerships remain essential.
Current health partnerships	Exactly as they were prior to 1 November, health partnerships will remain essential. There will be further opportunities for collaboration across the Grampians network.

Next Steps:

We'll commence the consultation process for a new Strategic Plan and new Clinical Services Plan in the new year, which will include defining a shared vision and setting out the long-term direction for the future.

We'll map out how to best configure services and identify key health priorities to best meet the needs for the communities covered by Grampians Health, as well as capital investment for infrastructure at Horsham and Dimboola, Edenhope, Stawell and Ballarat. Strategic planning and co-design of the new health service's mission, vision and values will be conducted in 2022, alongside the service planning. This will involve representation from all regions.

Local representation will be maintained and include community reference groups for the Ballarat, Horsham and Dimboola, Edenhope and Stawell communities and Primary Care and Population Health Advisory Committees for the Wimmera and Central Highlands areas.

These committees will have representation from either Ballarat, Horsham, Edenhope and Stawell communities. We encourage any person with a commitment to supporting strong, quality healthcare in their local community to apply for these important committees.

With the support of a dedicated project team, and with experts from across the four health services, we will continue talking to staff, volunteers, patients and residents to understand local needs, while maintaining high quality care.

Changes across any areas in the next six, 12 and 18 months will be determined through co-design and extensive consultation. Any changes will depend on service planning, Government initiatives and funding.

Opportunities for change include:

- Joint recruitment for specialist roles to help alleviate demand as we share skills and resources across the region.
- Opportunity for people to work at other locations or roles if they wish to, in line with existing EBAs. A wider pool of resources will allow services to cover short-term gaps or challenges in workforce availability more easily. This will include rostering and other staffing arrangements that offer less on-call hours and more readily available back-fill for leave.
- Developing a consistent approach to place and service naming, so that it is easier to answer the phone and we all feel part of the new health service for the Grampians.
- Where there are four ways of working, systems or processes – teams working in these areas will collaborate to determine the best way of working moving forward, that makes sense across all locations and best serves all communities.

Want to get involved?

- **If you have 5 minutes** – submit a question or comment via carefourregion.com.au/have-your-say/
- **If you have an hour** – share your feedback and thoughts on our new health service via carefourregion.com.au/have-your-say/
- **If you have half a day** – attend a workshop on Clinical Services, Strategic Planning and Branding in the first half of 2022 – more information to come, register your interest by emailing info@gh.org.au
- **If you have a few hours a week** – join a working group or reference group to help implement key changes – more information to come, register your interest by emailing info@gh.org.au

If anyone has further questions about what will happen for Grampians Health, please email info@gh.org.au