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| **From:** | Paula Joseph |
| **To:** | McGowan, Chris (Health); Clause 6(1) ; Dwyer, Lesley (Health); Clause 6(1) Clause 6(1) Frater, Don (Health); Andrews, Andrea (Health); McCarthy, Leah (Health); Probanic, Tammie (DTF); Burness, Sandy (DTF) |
| **Cc:** | Mark Mentha; Chris Martin; Sophie Gibbons; Baker, Jani (Health); Rodwell, Helen (Health); Christie, Joanne (Health); Smith, Danella (Health) |
| **Subject:** | CALHN Organisational Recovery - Weekly Update 31 January 2020 |
| **Date:** | Friday, 31 January 2020 4:40:23 PM |
| **Attachments:** | image005.png<br>image006.png |

**CALHN Organisational Recovery - Weekly Update 31 January 2020**

Hi all

Please find below our update for this week of the CALHN Recovery Plan implementation (week ending 31 January 2020).

**This week's activities**

Key information relating to the Recovery Program, including meetings, discussions, activities and outcomes across the various implementation workstreams is set out below.

**1. Overarching Recovery Program**

Key meetings and discussions were with:

- Clinical Programs for their monthly performance meetings.
- Recovery and Executive team for the Fortnightly Recovery team meeting.
- Attendance at 90 Day Executive Forum.
- Administrator and Executive Director Allied Health to prepare for the Out of Hospital FY20 special measures intervention.

Key activities and updates include:

- Finalisation of central cost out tracker and financial outlook Board paper.
- Administrator sponsorship for Out of Hospital FY20 Special Measures intervention plan.
- Administrator sponsorship for Outpatients Activity FY20 Special Measures intervention plan.
- Paxon Group have been engaged to undertake NEP (National Efficient Price) benchmarking with work to commence on 3 February 2020.

**2. Costs and Controls**

The Costs and Controls workstream has now been established and will initially focus on sprints in the following five areas.

*i. Medical labour controls*

Key meetings and discussions were with:

- Clinical Program Delivery Managers, Medical Leads and Heads of Unit within Acute and Urgent Care and Surgery for ongoing updates.
- Aginic (Data and Analytics), to provide input for the development of a medical workforce dashboard.
- Shared Services payroll to understand payroll processes and improvement opportunities.

Key activities and updates include:

- The focus this week in the Sprint was to understand and map the current rostering and timesheet approval processes withing Acute and Urgent Care and Surgery. There is significant variation in processes within units and between sites. Our aim next week is to develop and commence

socialisation of a standardised timesheet approval process to be implemented.

- In addition, we have commenced understanding of the process between CALHN and Shared Services Payroll to identify any improvements that could be implemented. Over the next few weeks we will be undertaking a review of timesheets and payroll to ensure accurate payment is occurring. Where issues are identified, appropriate controls and processes will be designed and implemented.

*ii. Nursing labour controls*

Key meetings and discussions were with:

- Executive Director of Nursing.
- Nurse Leads Acute and Urgent Care and Surgery 1.
- Nursing Information Systems (NIS) team.

Key activities and updates include:

- Met with the Nurse Leads of Acute and Urgent Care and Surgery 1 to discuss the key focuses of the forthcoming Sprint.
- Developed scope and approach for the next six weeks, focused on target setting, standardising the flow of information and preparation of monitoring tools and processes.
- Continued to work with NIS and the Executive Director of Nursing to finalise the productive and non-productive FTE targets for each Program based on the operational bed plan. These targets will be finalised early next week with the Executive Director Nursing and, subsequently, provided to the Programs.

*iii. Service determination*

Key meetings and discussions were with:

- Meeting with Director, Clinical Governance and Executive Director of Medical Services.

Key activities and updates include:

- Continued socialisation of the service determination diagnostic with key executives who will now identify next steps and prioritisation.

*iv. PPP and governance*

Key meetings and discussions were with:

- CALHN PPP and governance leadership.
- CALHN Executive (90 day forum attendees).

Key activities and updates include:

- Facilitated executive workshop to develop CALHN's strategic ambitions.

*v. Business intelligence - Aginic*

Key meetings and discussions were with:

- SA Health Data and Reporting Services.
- CALHN medical and nursing leads to review draft dashboards.

Key activities and updates include:

- Delivery of further workshops focused on Medical and Nursing workforce reporting.
- Review and refinement of prototype business intelligence dashboards.

**3. Service Planning**

Key meetings and discussions were with:

- Patient Flow team to optimise ways of working and daily reporting.
- Nursing Lead, Acute and Urgent Care to detail FY2020 Q4 operational bed planning data pack.

Key activities and updates include:

- Completed the Summer planning cycle (1 December 2019 to 17 January 2020) Summary Report for Executive review.
- Finalised the first draft of the revised Acute and Urgent Care Model Of Care discussion paper. This document is now with the Clinical Program Delivery Manager for review.
- Completed the Planning Access and Flow papers for the Executive Meeting to be held next week.
- Continued the review of the CALHN bed capacity 'Master' document. We have received feedback from the operations team and will develop business rules and governance processes for updating this document. We intend on distributing this document to the organisation in the week commencing 3 February 2020.

**4. Workforce Optimisation**

Key meetings and discussions were with:

- CALHN Executive.
- Members of the CALHN HR team.
- SA Health and the Office of the Minister for Health and Wellbeing.
- Individual meetings with Unions (SASMOA, ANMF and PSA).

Key activities and outcomes:

- The Voluntary Separation Package (VSP) process continues to progress:
  - Consultation closed last week on the first tranche of employees being the cohort who were previously advised their expression of interest (EOI) was "Yes, subject to consultation".
  - Union issues were settled and 73 staff have now received formal VSP offer letters. This group has three weeks to consider the offers and we are proactively working through the list to ensure they individually understand the requirements, timeline and to answer any other questions.
  - We are now working through the second VSP cohort, those 252 employees who were previously advised their expression of interest (EOI) was "Pending". An initial assessment of the complexity of abolishing their positions has been completed with Program leads with the feedback coming back yesterday. We will now tranche these employees and complete the detailed assessments and plan to begin the first of three consultation programs in mid-February.
  - The consultation and offer process for this pending group will continue until June.
- We continue to support supplementary programs being run in the network including the bed standby process, the senior nursing review and the rostering / planning workstreams:
  - As previously advised, the bed planning has now been extended out through the balance of FY20.
  - The bed process continues to be socialised with the unions and we note this is not without industrial risk.
  - The senior nursing review is in formative stages but will be an important and time consuming piece of work.
- The ICAC report was handed down in early December:
  - We have continued to work with both the State taskforce and the Department on the Statewide and CALHN response to the report.
  - CALHN is leading the Statewide response on the medical industrial strategy and implementation.
  - The first of three meetings has taken place with a select group of representatives from other LHNs around the Medical Officers EA including timesheet implementation and private practice. Feedback has been collated and the second meeting is being held on Monday 3 February.
  - At a local level, we have completed the project planning for the CALHN response with the

appropriate governance now in place.
  - The liaison through multiple levels of Government will continue to be time consuming.
- We continue to ensure CALHN is compliant with all our industrial obligations and are ensuring all unions and key stakeholders are communicated with appropriately.

**5. Finance and Performance**

Key meetings and discussions were with:

- CALHN Finance, Casemix and Planning teams for the first weekly FY21 budget build meeting.
- Director, Finance to discuss forecasts, financial performance and metrics.
- Costs and Controls workstream to discuss nursing performance indicators and information.
- Acute and Urgent Care Program Manager to run through budgeting process briefing.
- Planning team to discuss bed planning and Q4 expectations.
- Johnstaff, service planning consultants, to understand proposed project and discuss budget inputs.

Key activities and updates include:

- Performance meetings with all Clinical Programs were held as part of the monthly performance management framework.
- Review of Pharmacy procurement project initial opportunities and approach.
- Preparation of memorandum regarding procurement activity requiring further review.
- Daily procurement control activities including reviewing purchase requisitions, completing detailed analysis and follow up and meeting with relevant personnel.

**6. Next steps**

- The Board meeting will be held next week.
- Director Internal Audit and interim Director Risk and Compliance to start in week commencing 28 February 2020.

Should you have any queries please contact Chris Martin on 0417 242 921.

Kind regards

**Paula Joseph** | Manager

**T** +61 3 8623 3349
Rialto South Tower, Level 31, 525 Collins Street, Melbourne VIC 3000, Australia
**Website** | **Blog** | **LinkedIn** | **Twitter**
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