

# Care For Our Region

Healthier, stronger, together

## Next Steps

## Care For Our Region – Next Steps

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

Monday 1 November will be the first official day of Grampians Health. On day one you will only see very minor changes. We're going to be getting on with delivering healthcare for the community. Over the past 18 months we have worked closely together to manage the COVID-19 response and subsequent vaccination rollout as we embarked on exploring ways to improve care for our region.

This process has 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 will operate 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 on the first day of operations as 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@careforourregion.com.au](mailto:info@careforourregion.com.au) to ask any questions.

Detailed information about staff employment will be provided to each individual staff member at the commencement of Grampians Health.

Day One	
Our Staff	
Leadership and Governance	
CEO and Executive leadership	From the 1 <sup>st</sup> of November, Dale Fraser will be the Interim Chief Executive Officer for Grampians Health and the CEOs of EDMH, SRH and WHCG will be executive leads at each local service – 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 will cease on 31<sup>st</sup> October and a new Board for Grampians Health will be established for the 1<sup>st</sup> of November. Local representation on this board is crucial.</p> <p>The new health service is proposed to be classified as a public health service under the Health Services Act 1988 (the Act). It will be governed by a Board of Directors and the new board will:</p> <ul style="list-style-type: none"> <li>• Have representation from all health service communities in all levels of the governance structure.</li> <li>• Ensure local knowledge and expertise in rural health are embedded in all levels of the governance structure.</li> </ul>
Strategic planning	Existing strategic plans and clinical services plans will continue to guide day-to-day work at each location. On day one, and 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 will continue to be received to run all existing services at each health service location.
Values	Existing values at each organisation will continue, noting there is actually quite a lot of similarity between the values of each of the four existing health services. You will have the opportunity to shape the values for Grampians Health during the consultation period.

<b>Staff Arrangements</b>	
Employment contracts	All contractual arrangements will transfer to the new health service, with no changes to contracts or entitlements.
Payroll	<p>All staff will continue to be paid as per your usual fortnightly payroll days and timings.</p> <p>For WHCG, EDMH and SRH staff – you will technically be transferring to a new employer (see information about ABN below) – this means your year-to-date column in your payslip will reset and start from Nov 1. This will also 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 will not change.
Superannuation	Your superannuation entitlements and contributions will not change.
Salary packaging	For WHCG, EDMH and SRH staff please speak to your salary packaging provider as your FBT year will reset to commence again on the 1 <sup>st</sup> November.
Leave entitlements	Nothing will change – all of your accrued leave types will roll 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 will change – 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.
<b>Signage and Logos</b>	
Uniform	Existing uniforms will remain at all sites.
Logos and branding / Hospital letterheads / email signatures	Existing health services will continue to use their own branding. A temporary graphic device for Grampians Health will be 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 a shared mission, vision and values for the new organisation.
Signage at the hospital	Same as today. No signage will change at any of the local sites. Naming and branding will be discussed with the community through the consultation period.

<b>Ways of Working</b>	
Rosters and work location	People will continue to work when and where they work today.
Compliments, complaints and feedback	These are provided exactly as they are today through existing consumer liaison processes.
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	Instruments of delegation for each site will be rolled over into an interim set of delegations for the new service and a new combined set of delegations will be developed.
Clinical governance structures	Nothing will change immediately – existing structures remain at local levels.
Reporting and managers	Existing reporting lines will continue from day one.
Maintenance and support services	From the 1 <sup>st</sup> of November, continue to access support from engineering and environmental services etc as you normally would.
OH&S	Your obligations under the OH&S act will remain and local processes will continue.
Employee Assistance Programs (EAP)	Nothing will change – any existing contractual agreements will 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 today.
<b>Administration</b>	
ABN update	In the interest of the minimal change necessary principle, the decision has been 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 will continue. Staff will be able to find information relating to the transition on carefourregion.com.au and each site’s intranet.
Email system	Email systems will remain unchanged.
I.T. systems and cybersecurity	All existing IT services, systems, apps and platforms will 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><b>Nothing will change.</b> No services or resourcing will be reduced at any location.</p> <p>Patients in each community will 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	A letter will be 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.

Partnerships and Fundraising	
Local fundraising	Funds raised for each health service will remain local (including donations to Foundations).
Community partnerships	Nothing will change – local partnerships will remain essential.
Current health partnerships	Exactly as they are today, 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/](https://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/](https://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@carefourregion.com.au](mailto:info@carefourregion.com.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@carefourregion.com.au](mailto:info@carefourregion.com.au)

If anyone has further questions about what will happen for Grampians Health, please email [info@carefourregion.com.au](mailto:info@carefourregion.com.au)