



Sydney Children's Hospitals Network (SCHN)

SCHN Simulation Service Consultation Document

March 2026

Table of Contents

Background 3

Case for Proposed Changes..... 4

Current Status 5

Proposed Changes 6

Method of Filling Positions in the Proposed Structure 7

Current Structure 9

Proposed Structure..... 10

Timelines for realignment..... 11

Employee Assistance Program..... 11

Feedback and Contact Details..... 11

Background

Simulation is internationally recognised as an effective education and training modality that supports translation of knowledge and skill (clinical and non-clinical) attainment to practice through immersive scenarios and critical reflection. Translational simulation has emerged in recent years through the discovery of latent threats and risks when utilising simulation methodology. The purpose of translational simulation is to enhance quality and safety in system, process and environmental design through immersive testing and should be viewed separately to simulation as an education modality.

Current two service model

The Sydney Children's Hospitals Network (SCHN) currently has two separate simulation services with dedicated simulation positions delivering both simulation-based education and translational simulation. Kids Simulation Australia (KSA) operates a Network service under governance of the SCHN Education and Simulation Service. KSA supports both centralised simulation activity from advanced simulation centres at both main hospital precincts and support of insitu simulation activity within clinical environments. The Critical Care Simulation team (CCS) is managed within the Emergency Department (ED) at Sydney Children's Hospital (SCH) and leads both insitu simulation activity in the ED and simulation course offerings at SCH. The service started as ED Simulation and progressed to CCS with extended scope in critical care areas, in-patient units and with external groups. There is no equivalent local simulation service in other clinical departments across the SCHN or other children's hospitals in the Oceania.

KSA was established on temporary Health Workforce Australia (HWA) funding in 2014 and has operated at a significant loss since the funding discontinued. More recently, the Education Service Restricted Financial Asset (RFA) accounts have been utilised to fund employee salaries/wages. All positions are reliant on this funding except for the Nurse Educator 2 (NE2) positions (2.0FTE) which are on permanent established funds, and the KidsResus NE2 which is self-funded by program revenue. The CCS has been funded from The Sydney Children's Hospitals Foundation (SCHF) donations since its inception. Both funding sources are neither stable nor sustainable for the future.

Both KSA and CCS deliver simulation courses and support SCHN subject matter experts with the delivery of simulation courses and activities internal and external to the SCHN. Most offerings are internal to the SCHN. Both services deliver courses for staff to develop simulation skills with the intention of building local simulation capacity.

In 2024, KSA delivered 13 courses and supported 228 courses. Course offerings include Advanced Neonatal Resuscitation Simulation Training, Perioperative Paediatrics for Anaesthetic and Recovery Nurses and co-design of the Motivated for Change program. The service also provided 20 Resus4Kids Trainer the Trainer courses to licensed external private organisations.

In 2024, CCS delivered 70 courses and simulations and supported more than 30 other programs. Course offerings available hospital-wide for SCH employees include the After Critical Event Reviews Workshop, "PRAM" (supporting return to work after extended leave), and co-design of the Child Sexual Assault Course. They facilitated the tripartite relationship between Sydney Children's Hospital, Randwick (now extended to the SCHN with KSA), Starship and Boston Children's Hospitals. This has led to interest from other Australian children's hospitals.

There has been an organic progressive collaboration between services in the past couple of years. This has been driven particularly by the need for cohesive Network representation and engagement with other key paediatric institutions in the Oceania and the United States in the establishment of an international simulation coalition. Practically, this has initiated collaboration to develop and deliver new offerings to build simulation capacity across the Network and the introduction of translational simulation into the Network to enhance quality and safety in system, process and environmental design.

Current physical simulation resources

There are 2 advanced simulation centres in the Network located at The Children's Hospital at Westmead (CHW) and SCH.

- At SCH, ED and the Children's Intensive Care Unit (CICU) have local simulation spaces in the Bilima building
- At CHW, the Paediatric Intensive Care Unit (PICU) and Operating Theatres will have local simulation spaces in the Wattle building

Case for Proposed Changes

In the current state, neither simulation service is financially viable to continue beyond 30 June 2026. Whilst there is potential for a renewed commitment from the SCHF to continue to fund CCS, the SCHF has acknowledged that their support of local simulation positions with the coinciding cessation of a Network service would be untenable. Neither service currently generates significant revenue to contribute meaningfully to the existing significant funding gap for positions.

Despite recent increased collaboration, at SCH there remains no clear demarcation between roles and responsibilities of the KSA and CCS services and key deliverables. There is evidence of duplication of course offerings between services, such as the simulation foundational skills courses. Due to extensive simulation expertise within the CCS, there has also been scope creep beyond the Critical Care Stream with expansion into hospital-wide offerings and strategic collaboration beyond the SCHN. Whilst the simulation expertise of these staff is not being questioned, there is risk that SCHN position and process is not accurately represented when performed independently and without engagement of key Network simulation partners. The separate reporting lines of both services perpetuate this risk.

Governance, promotion and evaluation of courses are inconsistent between services.

Due to the co-existence of two services at SCH (one of which is site-dedicated), there are more simulation course offerings for SCH staff providing a degree of inequity across SCHN sites and unrealised opportunities for upscaling valuable course offerings across the Network.

The redevelopment at SCH and CHW will introduce four additional simulation spaces across the Network. Consequently, there will be increased equipment maintenance and support to ensure these spaces are fit for purpose and fully utilised. An eHealth solution has been identified to support the technology in these spaces, however, SCHN will need to resource other simulation equipment, such as mannikins. A centralised service to accommodate this workflow would provide greatest consistency and efficiency in resource support.

In summary, an effective simulation service is essential within the Network for high quality education and quality and safety. Employees with dedicated simulation expertise are necessary to achieve these. However, a renewed service model with plans for greater revenue generation to be financially self-sustaining is required.

A singular Network Simulation Service is proposed under the governance of the SCHN Education and Simulation Service. A one service model would improve strategic and operational planning, resource and financial efficiencies and realise greatest return on investment for the Network. The core functions of the dedicated simulation service would be:

1. Effective utilisation and delivery of simulation-based education
2. Resource management and support for simulation equipment across all simulation spaces in the Network

3. Enhancing quality and safety through translational simulation
4. Building translational simulation capacity across the Network

Decision making about the extent of service involvement in simulation courses would be based on the Sim Zones¹. This will enable improved resource prioritisation of simulation expertise within the service for greatest return on investment for the Network. Specifically, this means delivery and support of high fidelity and complex simulation, system-level translation simulation, building simulation capacity across the Network and external-facing courses.

The SCHN Translational Simulation Tool was recently developed in collaboration between existing simulation services to support the redevelopment programs. To complement the Translational Simulation Workshop, the intention would be for the Network Simulation Service to continue to support local engagement and widespread adoption of the tool for testing systems, processes and environments.

Within a single Network service, there are opportunities to seek efficiencies. Through a revised focus on the key functions and deliverables for dedicated simulation positions, there are opportunities to consolidate positions by understanding the required position classifications and FTE to achieve outcomes.

The proposed Network Simulation Service through its aforementioned functions and audience scope, would support the SCHN in achieving many of the strategic priorities of the SCHN Strategic Plan 2023-2027, with particular emphasis on:

- Safe care everywhere
- We value our people
- Leverage research, innovation and technology

Similarly, the service would support the SCHN in realising the following key objectives from the Future Health Strategic Framework 2022-2032:

- 1.2 Bring kindness and compassion into the delivery of personalised and culturally safe care
- 1.3 Drive greater health literacy and access to information
- 2.1 Deliver safe, high quality reliable care for patients in hospital and other settings
- 2.5 Align infrastructure and service planning around the future care needs
- 4.1 Build positive work environments that bring out the best in everyone
- 4.3 Empower staff to work to their full potential around the future care needs
- 4.4 Equip our people with the skills and capabilities to be an agile, responsive workforce
- 4.5 Attract and retain skilled people who put patients first
- 4.6 Unlock the ingenuity of our staff to build work practices for the future
- 5.1 Advance and translate research and innovation with institutions, industry partners and patients

Current Status

As previously indicated, currently there are two separate services with staff reporting under KSA (reporting to Education and Simulation Services) and CCS (reporting under the Critical Care Clinical Stream).

Positions	Grade	FTE and status	Current Directorate
Multimedia Co-Ordinator CHW	HM 1	1.0 Temporary	Education
Multimedia Co-Ordinator SCH	HM 1	1.0 Temporary	Education

Network Simulation Manager and Co-Lead	HM 3	1.0 Temporary	Education
Simulation Co-Ordinator SCH	NE 2	1.0 – Permanent	Education
Simulation Co-Ordinator CHW	NE 2	1.0 – Permanent	Education
Network Administrative Assistant	A0 2	0.78 – Temporary (vacant)	Education
Network Simulation – Medical Co-Lead	Staff Specialist	0.3 – Temporary	Education
KidsResus Co-Ordinator	NE2	1.0 – Temporary	Education
Network Biomedical Engineer	Biomedical Engineer Grade 2	0.5 – Temporary (vacant)	Education
CCS Simulation – Medical	Senior Staff Specialist	0.25	Critical Care Stream
CCS Simulation – Medical	Staff Specialist	0.25	Critical Care Stream
CCS Nurse Educator (SCH)	NE2	0.53	Critical Care Stream
CCS Clinical Nurse Educator	CNE	0.53	Critical Care Stream
CCS Clinical Nurse Specialist 2	CNS 2	0.53	Critical Care Stream
CCS Co-ordinator	HM 1	1.0	Critical Care Stream
CCS Biomedical Engineer	Biomedical Engineer Grade 2	0.5 – Temporary (vacant)	Critical Care Stream

Proposed Changes

The proposed staffing profile of the Network Simulation Service is as below:

Position classification	Total FTE	Number of positions	Site
HSM 4	1	1	Network (new)
NE 2	2	2	Site-based
KidsResus NE 2	1	1	Network
CNE/ CNS 2	1	1	Network (new)
CNS 2	1	1	Network (new)
Staff Specialist	0.6	2	Site-based
Fellow	1	1 or 2	Network or 2 x 0.5 FTE site based (new)
HSM 1 (multi-media coordinator/ simulation technician as initial intended scope)	1.6	2	Site-based
Biomedical Engineer	0.5	1	Network
Administration Officer Level 4	1	1	Network (new)
TOTAL	10.7	13 or 14	

Therefore, the proposed changes to the following current positions are as indicated below:

Positions	Grade	FTE and status	Proposed Change/s
Multimedia Co-Ordinator CHW	HM 1	1.0 Temp	Reduction in FTE
Multimedia Co-Ordinator SCH	HM 1	1.0 Temp	Reduction in FTE
Network Simulation Manager and Co-Lead	HM 3	1.0 Temp	Delete position
Simulation Co-Ordinator SCH	NE 2	1.0 – Permanent	Unchanged
Simulation Co-Ordinator CHW	NE 2	1.0 – Permanent	Unchanged
Network Administrative Assistant	A0 2	0.78 – Temp (vacant)	Delete position
Network Simulation – Medical Co-Lead	Staff Specialist	0.3 – Temp	Change to site-based
KidsResus Co-Ordinator	NE2	1.0 – Temp	Unchanged
Network Biomedical Engineer	Biomedical Engineer Grade 2	0.5 – Temp (vacant)	Maintain FTE as a Network role
CCS Simulation – Medical	Senior Staff Specialist	0.25	Reduction in overall FTE for site
CCS Simulation – Medical	Staff Specialist	0.25	Reduction in overall FTE for site
CCS Nurse Education (SCH)	NE2	0.53	Delete position
CCS Clinical Nurse Educator	CNE	0.53	Change to Network Increase in FTE
CCS Clinical Nurse Specialist 2	CNS 2	0.53	Change to Network Increase in FTE
CCS Co-ordinator	HM 1	1.0	Delete position
CCS Biomedical Engineer	Biomedical Engineer Grade 2	0.5 – Temp (vacant)	Delete position

It is acknowledged that several staff members from the CCS team hold substantive positions.

Method of Filling Positions in the Proposed Structure

Pending finalisation of the consultation, appointment to positions within the new structure will progress as follows;

- *Change of Reporting Lines*
 - All positions under the new structure will report to the SCHN Simulation Service Manager (HM4), who will report to the Associate Director of Education and Simulation Services.
- Position matching

Positions in the current structure	Proposed position matching in the new structure
Multimedia Co-Ordinator (CHW), 1.0 FTE	Multimedia Co-Ordinator (CHW)
Multimedia Co-Ordinator (SCH), 1.0 FTE	Multimedia Co-Ordinator (SCH)

The proposed changes will be managed as per the NSW Health Policy Directive Managing Excess Staff of the NSW Health Service (PD2012_021).

- *Advertisement with a merit-based selection process:*

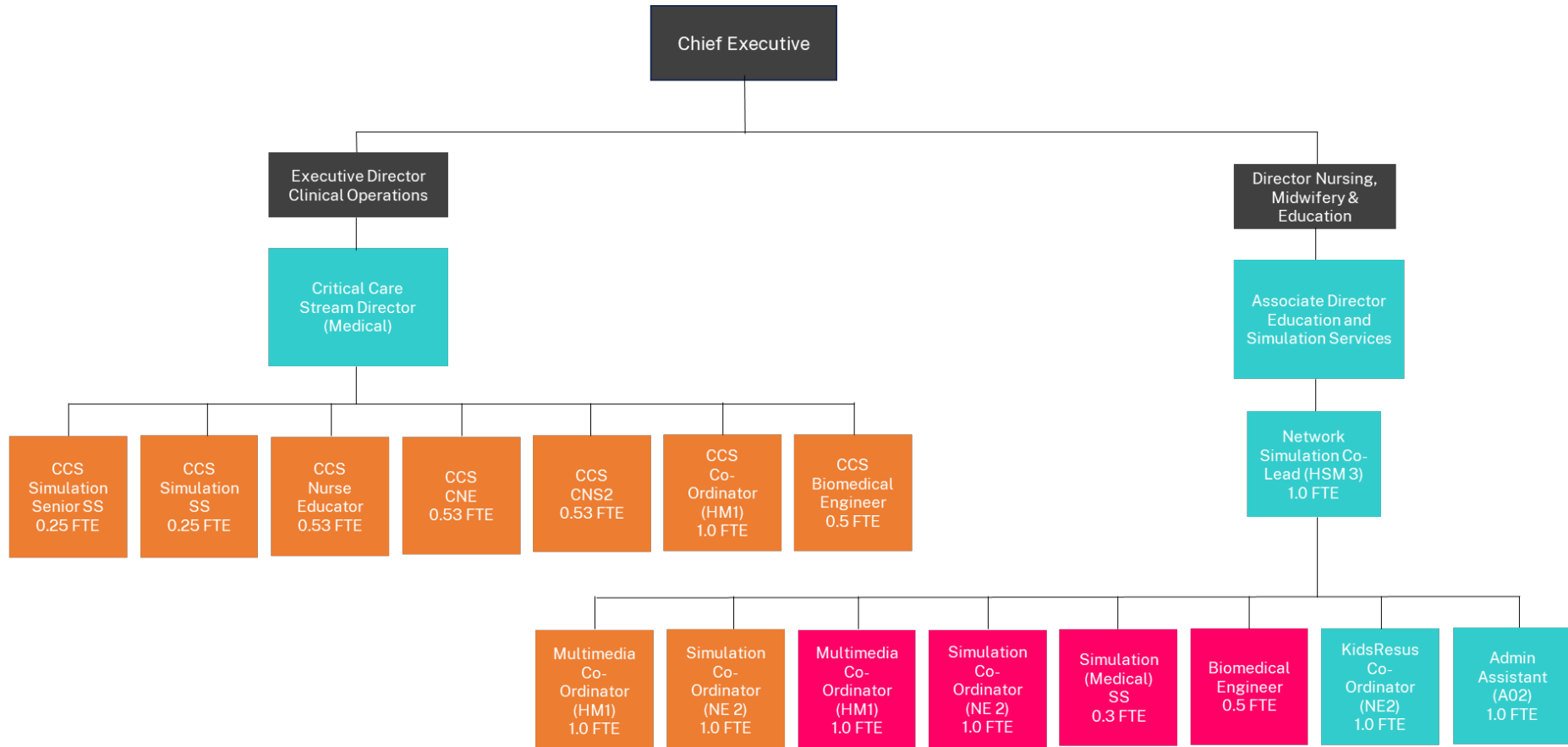
Advertisement for the following positions will be undertaken with a merit-based selection process in accordance with the NSW Health Policy Directive Recruitment and Selection of Staff to the NSW Health Service (PD2023_024):

- SCHN Simulation Service Manager, Health Service Manager Level 4, permanent 1 FTE (*new*)
- Simulation Medical based at CHW, Staff Specialist, permanent 0.3 FTE (*change to site-based*)
- Administrative Assistant, Administration Officer Level 4, permanent 1 FTE (*new*)
- Biomedical Engineer, Biomedical Engineer Grade 2, permanent 0.5 FTE (*vacant*)
- Simulation Medical based at SCH, Staff Specialist, permanent 0.3 FTE (*under new structure/line management*)
- Network Clinical Nurse Educator, 1.0 FTE (*new*)
- Network Clinical Nurse Specialist, 1.0 FTE (*new*)
- Network Simulation Fellow, 1.0 FTE or 2 x 0.5 FTE site based (*new*)

Reference

1. Roussin CJ, Weinstock P. SimZones: an organizational innovation for simulation programs and centers. *Acad Med.* 2017;92(8):1114-1120.
doi:10.1097/acm.0000000000001746

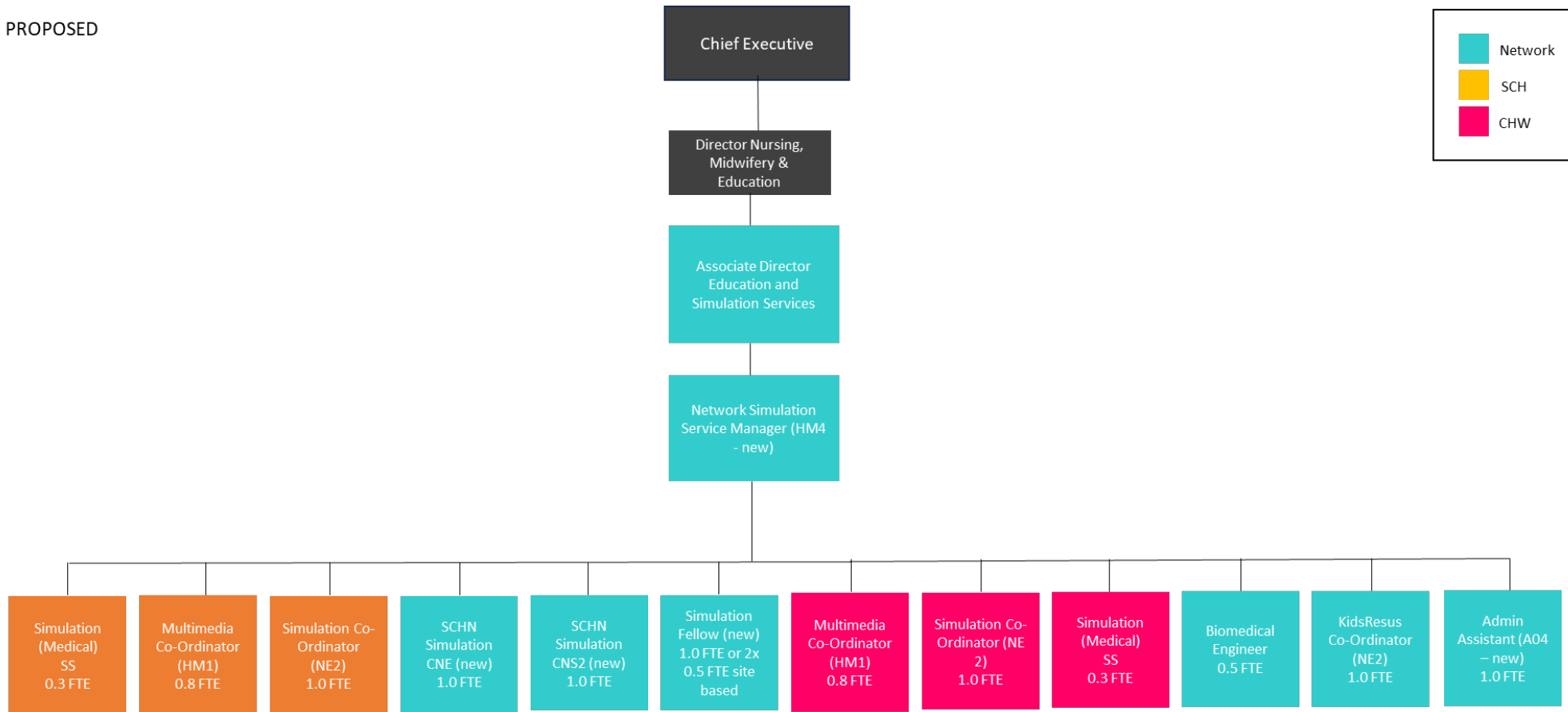
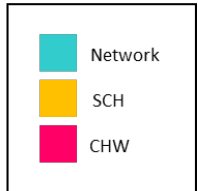
Current Structure



- Network
- SCH
- CHW

Proposed Structure

PROPOSED



Timetable for the Restructure

	Stage	Timescale
A	Consultations with staff	March 2026
B	Notification to unions	March 2026
C	Work with staff who may be affected to determine support required	During consultation period – March to early April 2026
D	Consultations with staff and union close	Early April 2026
E	Assessment of staff and union feedback	April 2026
F	Communication of new structure and implementation of changes	April-May 2026
G	Continue to work with staff affected by changes	Ongoing

Employee Assistance Program

TELUS Health, our Employee Assistance Program (EAP) provider is a free strictly confidential and professional counselling service provided by the Sydney Children's Hospitals Network to all staff. Staff can access the program via the following contact details:

- Phone: 1800 454 713
- Aboriginal and Torres Strait Islander Support Line: 1800 816 152

Feedback and Contact Details

Enquiries and feedback regarding the proposed structure should be addressed to:

Enquiries & feedback:

Amanda Jenkins – Associate Director, Education and Simulation Services

SCHN-SCHN-SIMSConsultation@health.nsw.gov.au

HR enquiries & support:

Sharon Bau and Elizabeth Hall – Principal Business Partners

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