

Care in the Community realignment and restructure

Consultation pack

March 2026

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1. Introduction

Executive Director of Operations' Introduction

At Northern Sydney Local Health District (NSLHD), we are committed to delivering on NSW Health's Future Health Strategic Framework, and our own Strategic and Clinical Services Plans.

All three highlight a critical objective for us: the need to provide integrated services that provide alternatives to hospital care so our community can receive well coordinated care in the community.

We are excited to announce the creation of NSLHD's new "Care in the Community" Directorate. This initiative unites our high-quality community care services which have previously been operating in isolation. By fostering closer collaboration, we aim to enhance the support and effectiveness of these services.

This work follows a detailed Strategic Review that has been undertaken to determine how we can best meet this objective moving forward. There is a significant opportunity to deliver more effective and better-integrated patient care. The NSW Health Future Health Strategic Framework outlines a key objective of delivering more care in the home, community, ambulatory, and virtual settings, facilitated through strong partnerships with General Practitioners and non-government organisations. This indicates that new models of care demonstrating clear benefits are more likely to receive growth funding compared to traditional bed-based acute care.

Programs aimed at keeping at-risk patients well and out of the hospital or reducing their time in the hospital when admission is necessary, are essential for the ongoing sustainability of NSLHD. By working more closely together, we can better align our goals, funding, models of care, and capacity for home-based care.

The Care in the Community Directorate will help us prevent the need for more disruptive and costly hospital care and benefit our patients, who would have fewer transitions of care between services. Additionally, it will assist our staff and external partners (e.g., General Practitioners, NSW Ambulance) in finding the services they need more efficiently.

The changes will be accompanied by new ways of working. This will require considerable organisational focus and a combination of research, change management, and a strong evaluation framework to ensure the success of new initiatives.

This Consultation Pack details the changes being considered to meet the recommendation by realigning numerous services within NSLHD and create the new Care in the Community Directorate. The proposed changes will affect several roles. Care has been taken to minimise effects on frontline staff.

We are now engaging in consultations with staff regarding each affected role, and we genuinely want to hear your feedback on the proposed changes as we continue to provide the best possible support to our staff during this unsettling period. Supporting our people during this time will be a key focus. Following consultation, every effort will be made to retain affected staff by redeploying them to other vacant roles at the same level either at NSLHD or within the NSW Public Service through the Workforce Mobility Program where eligible.

We welcome and appreciate everyone's input as we progress through the next four weeks of consultation. Your feedback is invaluable in ensuring we navigate these changes effectively and supportively.

2. Case for Change

Background: Strategic Review of Primary and Community Health

Northern Sydney Local Health District (NSLHD) completed an internal Strategic Review of Primary and Community Health Services within the District with the goal of enhancing its ability to deliver high-quality community care within a healthcare landscape which is rapidly evolving. The Review comprised evidence gathering, including financial and activity data, governance documents, data analysis and more than 50 stakeholder consultations.

The outcome of the Strategic Review demonstrated a significant District service realignment is required to facilitate the District's commitment to enhancing the quality, accessibility, and sustainability of community healthcare services. The proposed realignment transitions the current 'Primary and Community Health' (PaCH) Clinical Directorate into a new Clinical Directorate, 'Care in the Community', in addition to realigning primary and community services across the District.

The proposed realignment will include over 1,000 staff, with most staff having no change or a reporting line change.

Benefits of the realignment

Care in the Community is a new directorate established to support our community. By bringing together many services across the District with similar objectives, Care in the Community will ensure a more seamless experience for patients.

This integration will make it easier for staff and healthcare partners to navigate NSLHD services, ensuring patients receive timely access to the services they need. This strategic alignment aims to consolidate services with similar goals, delivering more alternatives to hospital care and achieving our objectives more effectively.

Northern Sydney Local Health District

It will also play a critical role in urgent care for individuals who might otherwise use emergency departments, help patients return home from the hospital sooner, and support children, youth, and families in their development for a better start in life.



With the growing demands on public healthcare, and ongoing workforce issues, workforce sustainability and clear career pathways for healthcare professionals are key focus points. Care in the Community will support workforce sustainability by offering professional development opportunities and clear career pathways, attracting and retaining skilled healthcare workers

Bringing together services that serve the same patients under one structure will create economies of scale, optimise resources, and enhance service delivery. Additionally, Care in the Community will leverage innovative and technological principles to enhance care delivery, improve patient engagement, and streamline operations.

3. Strategic Review Recommendations

A Strategic Review was undertaken in 2024. The review was guided by NSLHD’s Strategic Plan 2022-2027 objectives.

- 2.3 Increase the range of services provided in non-inpatient and out of hospital setting
- 2.4 Patient care is seamless across providers, services and settings
- 2.5 Implement systems that support navigation of care, improved patient and carer experience and easy access to out of hospital services

The review recommended the establishment of the Care in the Community Directorate. The following services would be affected through this change:

- Primary and Community Health (PaCH) Directorate
- Hospital in the Home (HiTH) and Virtual Care Service (VCS)
- The three Geriatric Outreach services, currently based in three NSLHD hospitals:
 - Aged Care Rapid Response Team (ARRT) based at Royal North Shore Hospital
 - Beaches Rapid Access Care of the Elderly (BRACE) based at Mona Vale Hospital
 - Geriatric Rapid Acute Care Evaluation (GRACE) based at Hornsby Ku-ring-gai Hospital.

Many services in PaCH would move with HiTH, VCS and Geriatric Outreach to create the new Care in the Community Directorate. While some PaCH services would be moved to other suitable directorates within NSLHD. A summary of the proposed service realignments changes are summarised in Table 1.

Table 1. Summary of proposed service realignments

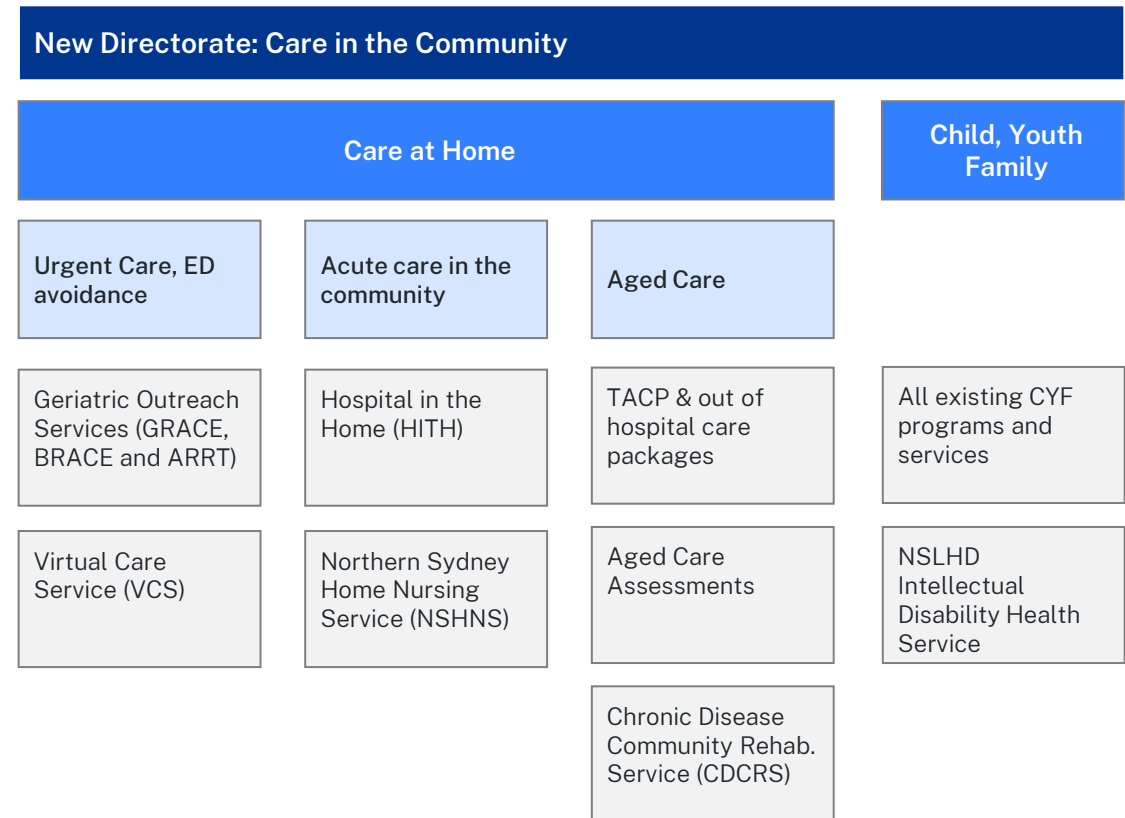
Current		Proposed	
Directorate	Service Portfolio / Service	Directorate	Service Portfolio / Service
PaCH	NS Home Nursing Service	Care in the Comm.	Care at Home
PaCH	Aged & Chronic Care	Care in the Comm.	Care at Home
PaCH	Child, Youth & Family	Care in the Comm.	Child, Youth & Family
PaCH	Pop. Health, Needle & Syringe	Mental Health Drug & Alcohol	Drug and Alcohol
PaCH	Pop. Health, Intellectual Disability	Care in the Comm.	Child, Youth and Family
PaCH	Pop. Health, Sexual Health	Royal North Shore Hospital	Division of Allied Health & Community Services
PaCH	Multicultural Health	Population Health Promotion	Multicultural Health
PaCH	Oral Health	NSLHD Operations	Oral Health
PaCH	BreastScreen	NSLHD Operations	BreastScreen
HiTH & VCS	HiTH & VCS	Care in the Comm.	Care at Home
Royal North Shore Hospital	Division of Medicine, ARRT	Care in the Comm.	Care at Home
Hornsby Ku-ring-gai Hospital	Rehabilitation & Aged Care, GRACE	Care in the Comm.	Care at Home
Mona Vale Hospital	Rehabilitation & Aged Care, BRACE	Care in the Comm.	Care at Home

4.1 Impact on Services

The proposed new Care in the Community will include Child, Youth and Family services, as well as the newly established stream called 'Care at Home'. Care at Home will focus on:

- Urgent Care and Emergency Department (ED) avoidance: Services aligned to this objective will include the Geriatric Outreach Service and the Virtual Care Service (VCS). They will also support the implementation of NSW Health’s Virtual ADULTS service.
- Acute care in the community: Services aligned to this objective will include Northern Sydney Home Nursing Service (NSHNS) and Hospital in the Home (HITH). These services will support NSW Health’s policies and aspirations to deliver a growing amount acute care closer to people’s homes instead of in a hospital facility.
- Aged care: Will include aged care services and programs currently in Primary and Community Health (PaCH). These services will work closely with other Care at Home services, particularly those that work with inpatient teams to get patients assessed for packages (e.g. ACAT) or placed into a package to support their ongoing care at home. It’s expected there will be many operational, workforce and other synergies across all services in the Care at Home portfolio.

The NSLHD Intellectual Disability Health Service (NIDHS) will be realigned to Child, Youth and Family. Other than the addition of NIDHS, Child Youth and Family remains unchanged.



4.2 Impact on Positions

As part of the Care in the Community realignment, the District has considered the role of community services, their management structures and their support positions and have identified positions that will be impacted by the proposed realignment. There are no planned reductions to frontline staff, and a small increase in frontline staff has been proposed.

The proposed impacted positions result in an estimated net FTE change of -20.4 FTE (new positions minus deleted positions), including an additional 4 management positions regraded (4.0 FTE). In addition to this, a number of roles will be impacted by changes to their reporting lines or scope/title.

Participation in the [Workforce Mobility Program \(WMP\)](#) will be mandatory for eligible staff impacted by the deletion of their position, as per NSW Health policy, simultaneous with our internal redeployment process. The indicative breakdown of classifications impacted is as follows.

Employee group	Net FTE change	Regraded
Health Managers	-4.0 FTE	-
Nurse Managers	+2.0 FTE	-
Nurse Unit Managers	-14.0 FTE	3.0 FTE
Administration Officers	-4.0 FTE	-
Allied Health Managers	-	1.0 FTE
Other Health Professionals	-0.63 FTE	-
Medical Officers	+0.2 FTE	-
Nursing	-	-
Allied Health	-	-
Total	-20.43 FTE	4.0 FTE

5. Current & proposed organisation charts

Table of Contents (1/2)

Section	Directorate / Division / Subdivision	Organisation structures		Position Change Log
		Current	Proposed	
5.1	Executive-level changes			
5.1.1	District Operations	Current	Proposed	Change log
5.1.2	Primary and Community Health (PaCH)	Current	Proposed	Change log
5.1.3	Hospital in the Home (HITH) & Virtual Care Service (VCS)	Current	Proposed	Change log
5.1.4	Care in the Community (new Directorate)	N/a	Proposed	Change log
5.2	Primary and Community Health			
5.2.1	Executive supports	Current	Proposed	Change log
5.2.2	Child, Youth and Family	Current	Proposed	Change log
5.2.3	Northern Sydney Home Nursing Service	Current	Proposed	Change log
5.2.4	Aged and Chronic Care and Allied Health	Current	Proposed	Change log
5.2.5	BreastScreen	Current	Proposed	Change log
5.2.6	Oral Health	Current	Proposed	Change log
5.2.7	Multicultural Health	Current	Proposed	Change log
5.2.8	Population Health	Current	Proposed	Change log

5. Current & proposed organisation charts

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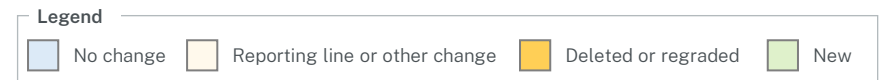
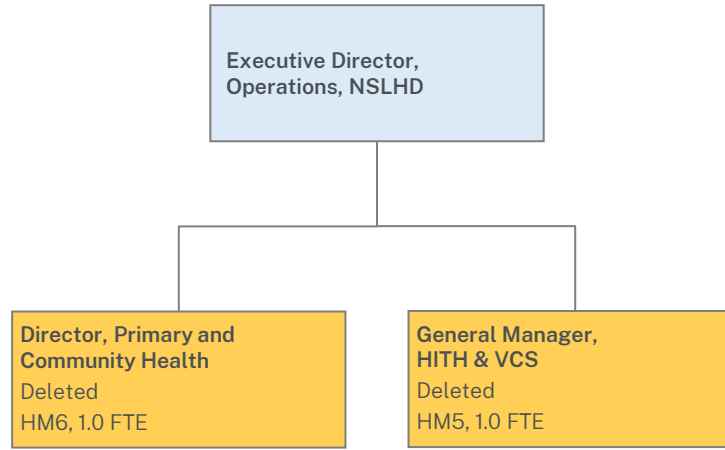
Section	Directorate / Division / Subdivision	Organisation structures		Position Change Log
		Current	Proposed	
5.3	HITH and VCS			
5.3.1	Hospital in the Home (HITH) and Virtual Care Service (VCS)	Current	Proposed	Change log
5.4	Geriatric Outreach Services	Current	Proposed	Change log
5.5	Care in the Community (new Directorate)			
5.5.1	Care in the Community	N/a	Proposed	N/a
5.5.2	Executive Supports	N/a	Proposed	N/a
5.5.3	Care at Home, Nursing (VCS, GOS, HITH, NSHNS)	N/a	Proposed	N/a
5.5.4	Care at Home, Aged Care	N/a	Proposed	N/a
5.5.5	Child, Youth & Family	N/a	Proposed	N/a
5.5.6	Medical Services	N/a	Proposed	N/a

5.1

Executive and Manager level changes

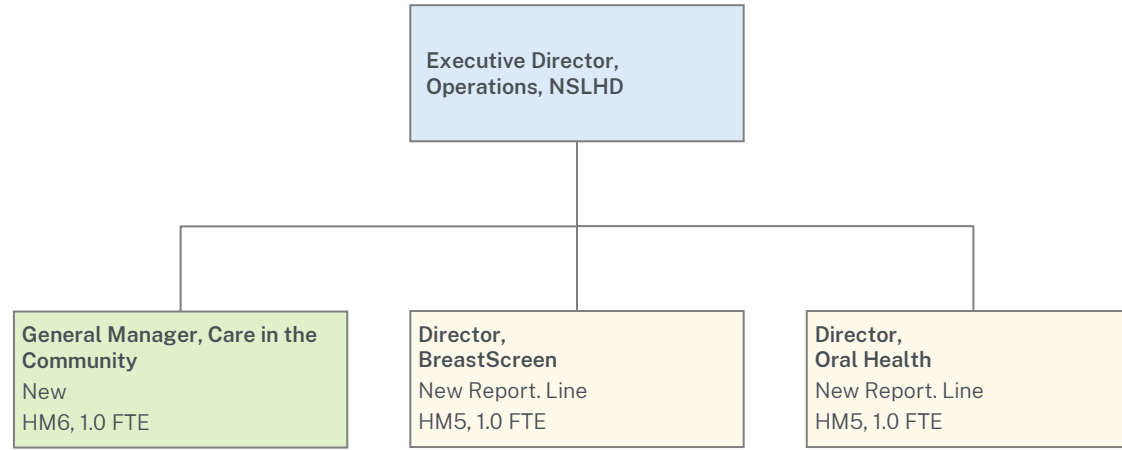
5.1.1 District Operations

Current Structure (Executive and Management level)



5.1.1 District Operations

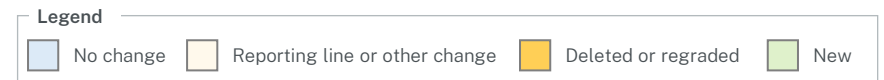
Proposed Structure (Executive and Management level)



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5.1.1 District Operations

Position Change Log

New positions

Classification / Grade	Position	Change	Detail
Health Manager Level 6	General Manager, Care in the Community	New	

Deleted or regraded positions

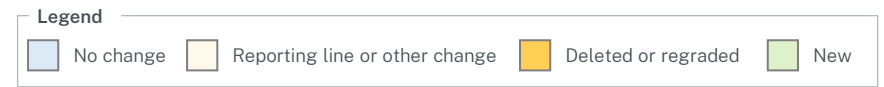
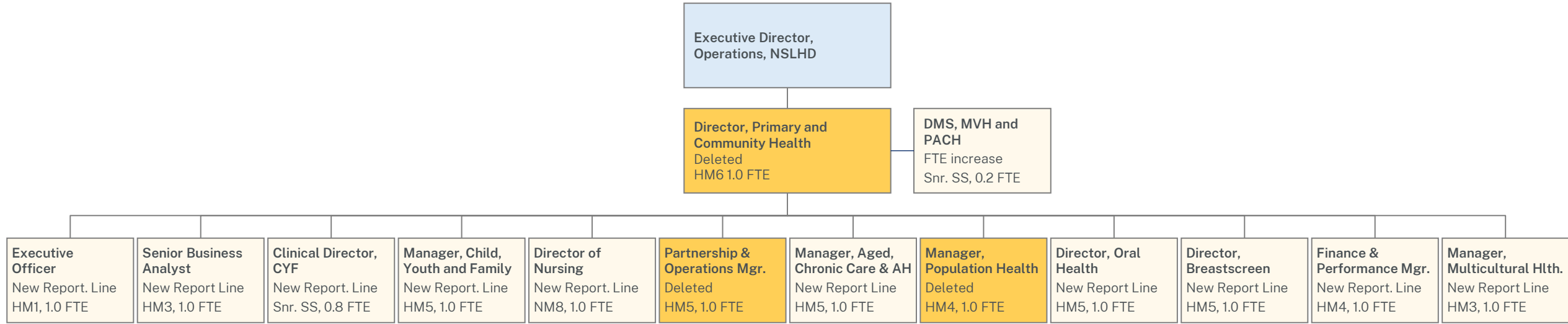
Classification / Grade	Position	Change	Detail
Health Manager Level 6	Director, Primary & Community Health	Deleted	
Health Manager Level 5	General Manager, HITH & VCS	Deleted	

Reporting line or other change

Classification / Grade	Position	Change	New reporting line
Health Manager Level 5	Director, Oral Health	Change in reporting line	Executive Director, Operations
Health Manager Level 5	Director, BreastScreen	Change in reporting line	Executive Director, Operations

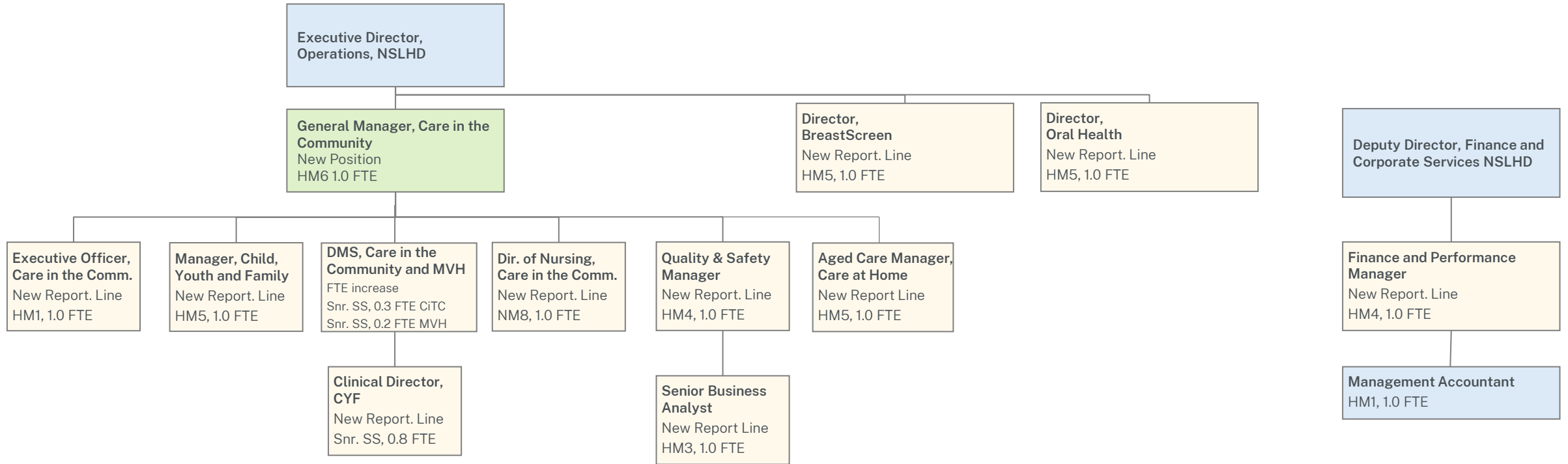
5.1.2 Primary and Community Health

Current Structure (Executive and Management level)



5.1.2 Primary and Community Health

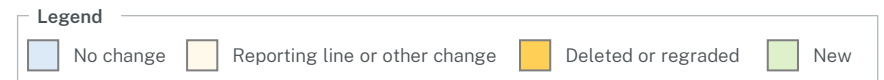
Proposed Structure (Executive and Management level)



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5.1.2 Primary and Community Health

Position Change Log (Executive and Management level)

New positions

Classification / Grade	Position	Change	Detail
Health Manager Level 6	General Manager, Care in the Community	New	

Deleted or regraded positions

Classification / Grade	Position	Change	Detail
Health Manager Level 6	Director, Primary & Community Health	Deleted	
Health Manager Level 5	Partnership & Operations Manager	Deleted	
Health Manager Level 4	Manager, Population Health	Deleted	

Reporting line or other change (1/2)

Classification / Grade	Position	Change	New reporting line
Health Manager Level 1	Executive Officer, Director PaCH	Change in reporting line	General Manager, Care in the Community
Health Manager Level 3	Senior Business Analyst	Change in reporting line	Quality & Safety Manager, Care in the Community
Senior Staff Specialist Level 1	Clinical Director, Child, Youth and Family	Change in reporting line	Director Medical Services, Care in the Community
Health Manager Level 5	Manager, Child, Youth and Family	Change in reporting line	General Manager, Care in the Community
Nurse Manager Level 8	Director of Nursing, PaCH	Change in reporting line & title change (to Director of Nursing, Care in the Community).	General Manager, Care in the Community
Health Manager Level 5	Aged Care Manager, Care at Home	Change in reporting line, change of scope.	General Manager, Care in the Community

5.1.2 Primary and Community Health

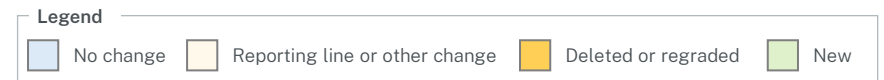
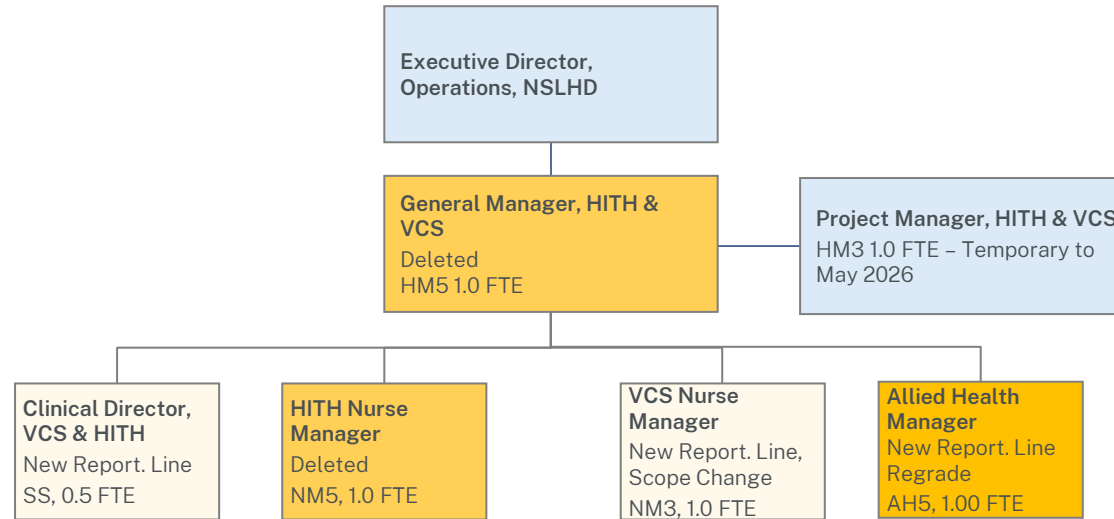
Position Change Log (Executive and Management level)

Reporting line or other change (2/2)

Classification / Grade	Position	Change	New reporting line
Health Manager Level 5	Director, Oral Health	Change in reporting line	Executive Director, Operations
Health Manager Level 5	Director, BreastScreen	Change in reporting line	Executive Director, Operations
Health Manager Level 4	Finance & Performance Manager	Change in reporting line	Deputy Director, Finance and Corporate Services
Health Manager Level 4	Quality and Safety Manager	Change in reporting line	General Manager, Care in the Community
Health Manager Level 3	Manager, Multicultural Health	Change in reporting line	Director, Population & Planetary Health

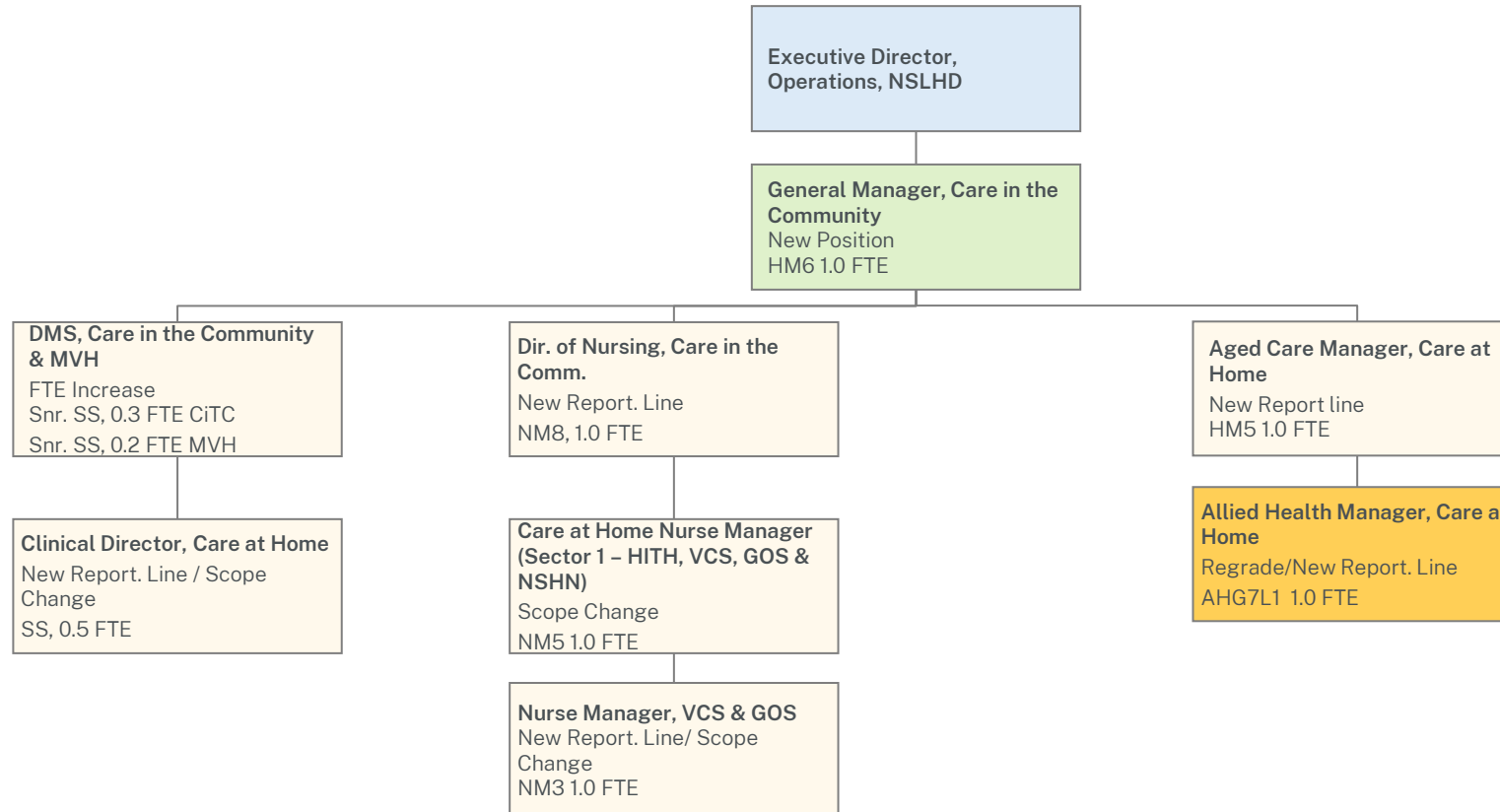
5.1.3 HITH & VCS

Current Structure (Executive and Management level)



5.1.3 HITH & VCS

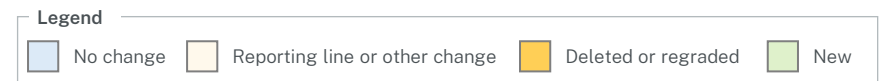
Proposed Structure (Executive and Management level)



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5.3.1 HITH & VCS

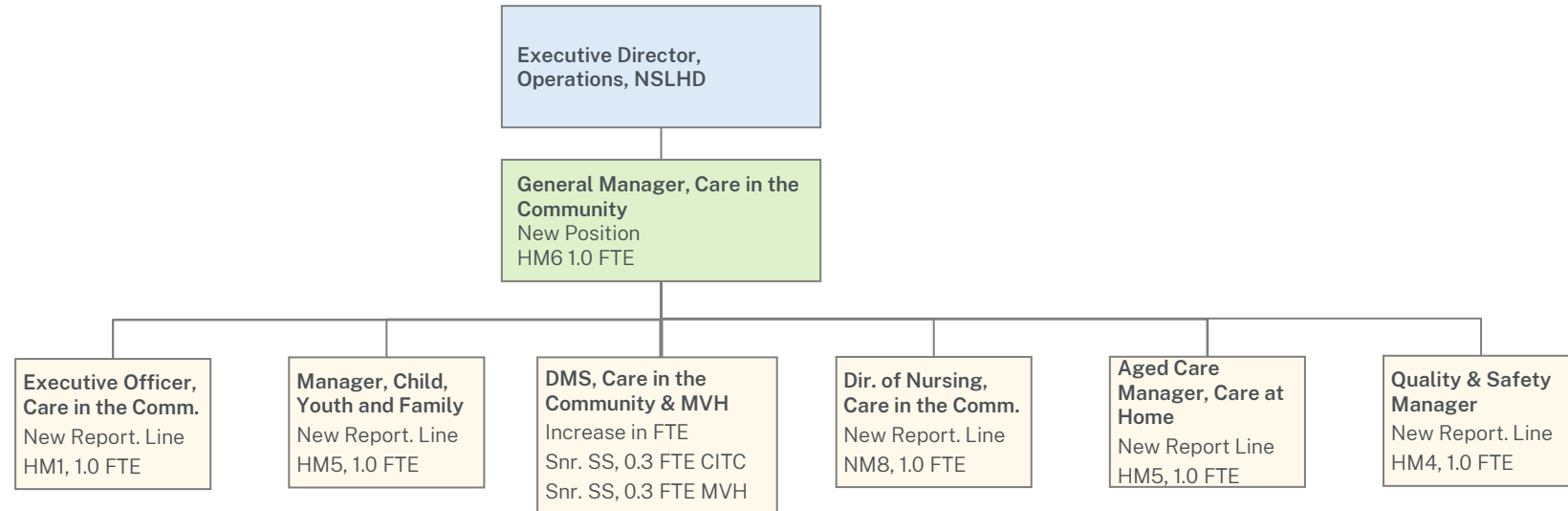
Position Change Log (1/3)

Deleted or regraded positions

Classification / Grade	Position	Change	Detail
Health Manager Level 5	General Manager, HITH & VCS	Deleted	
Nurse Manager Level 5	HITH Nurse Manager	Deleted	
Health Professional Level 5	Allied Health Manager, Care at Home	Regrade and change of scope	Regraded to Health Professional L7G1

5.1.4 Care in the Community

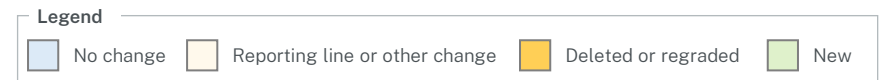
Proposed Structure (Executive and Management level)



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5.1.4 Care in the Community

Position Change Log

New positions

Classification / Grade	Position	Change	Detail
Health Manager Level 6	General Manager, Care in the Community	New	
Senior Staff Specialist	Director Medical Services, Care in the Community	New	

Reporting line or other change

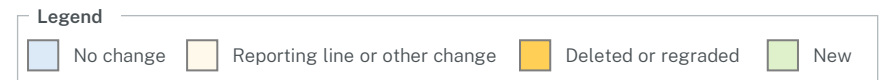
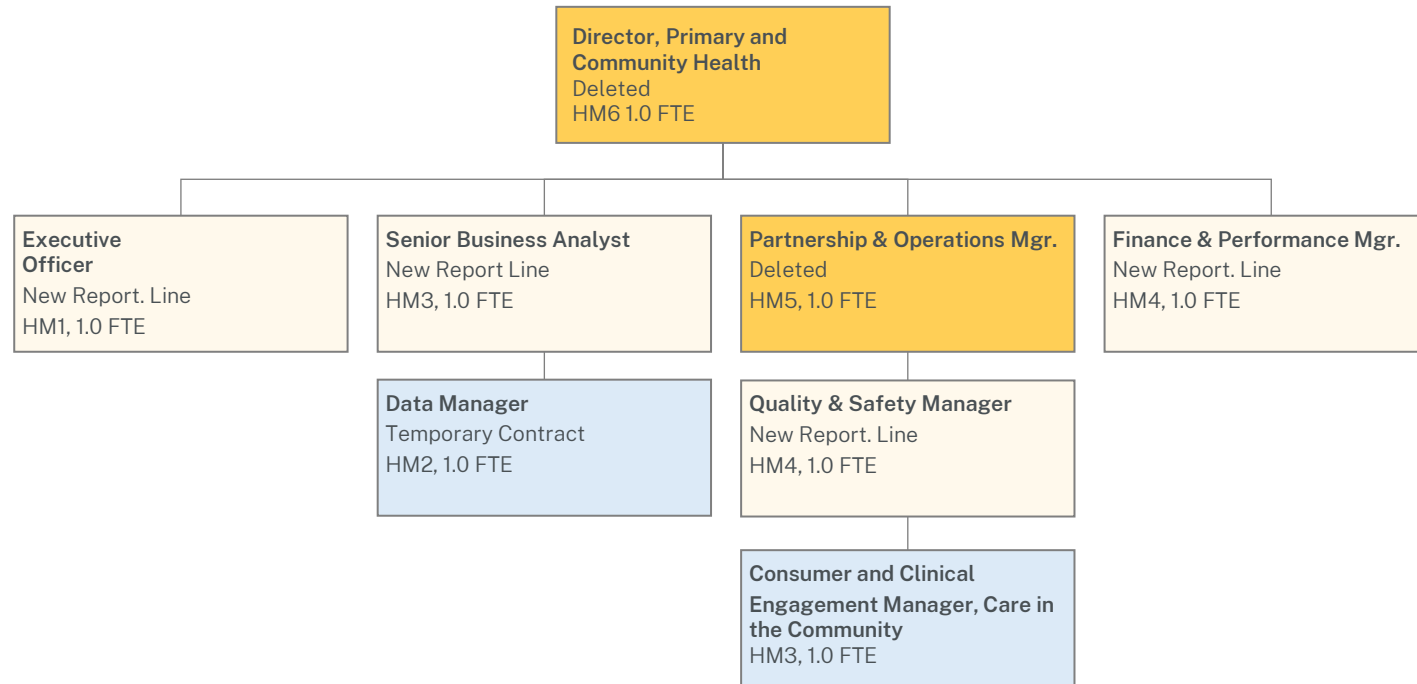
Classification / Grade	Position	Change	New reporting line
Health Manager Level 5	Aged Care Manager, Care at Home	Change in reporting line and title	General Manager, Care in the Community
Health Professional Level 5	Allied Health Manager, Care at Home	Regrade and change of scope	Regraded to Health Professional L7G1
Health Manager Level 1	Executive Officer, Care in the Community	Change in reporting line	General Manager, Care in the Community
Health Manager Level 5	Manager, Child, Youth and Family	Change in reporting line	General Manager, Care in the Community
Nurse Manager Level 8	Director of Nursing, Care in the Community	Change in reporting line	General Manager, Care in the Community
Health Manager Level 4	Quality and Safety Manager	Change in reporting line	General Manager, Care in the Community

5.2

Primary & Community Health

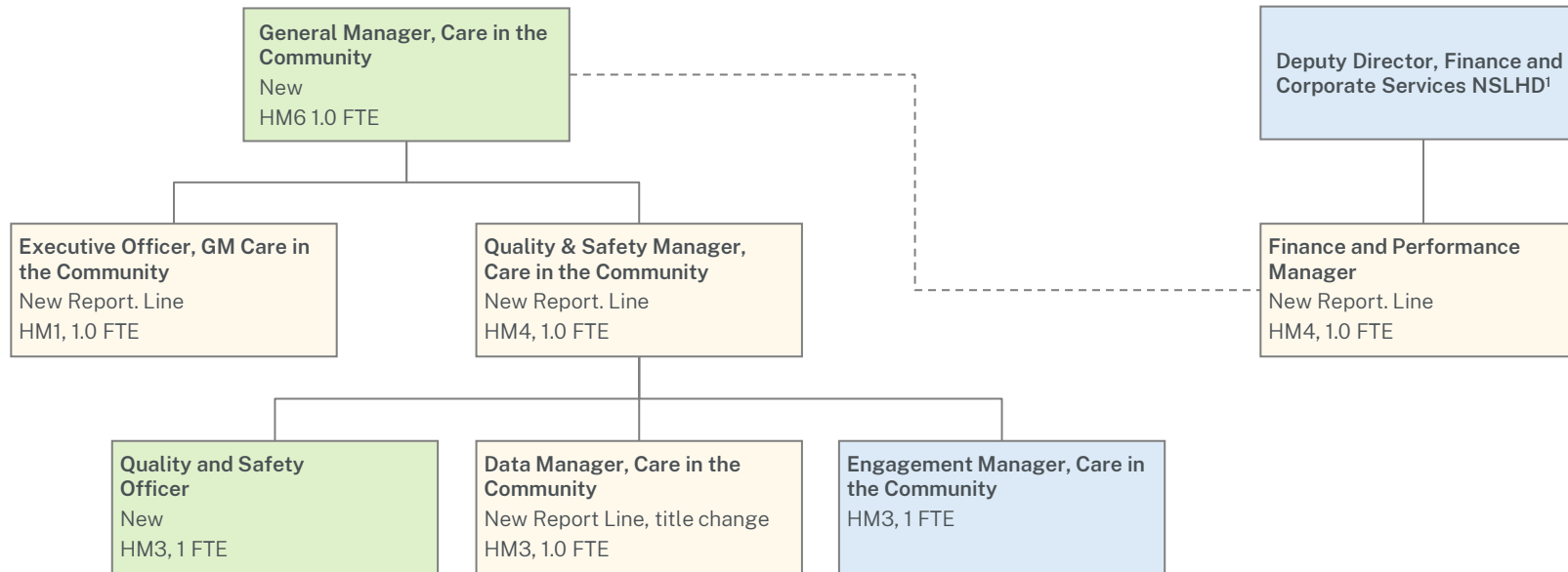
5.2.1 Executive supports

Current Structure



5.2.1 Executive supports

Proposed Structure



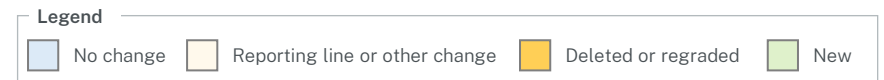
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Notes:

¹ Deputy Director, Finance and Corporate Services is NSLHD-wide and will provide support to Care in the Community.



5.2.1 Executive supports

Position Change Log

New positions

Classification / Grade	Position	Change	Detail
Health Manager Level 3	Quality and Safety Officer	New	

Deleted or regraded positions

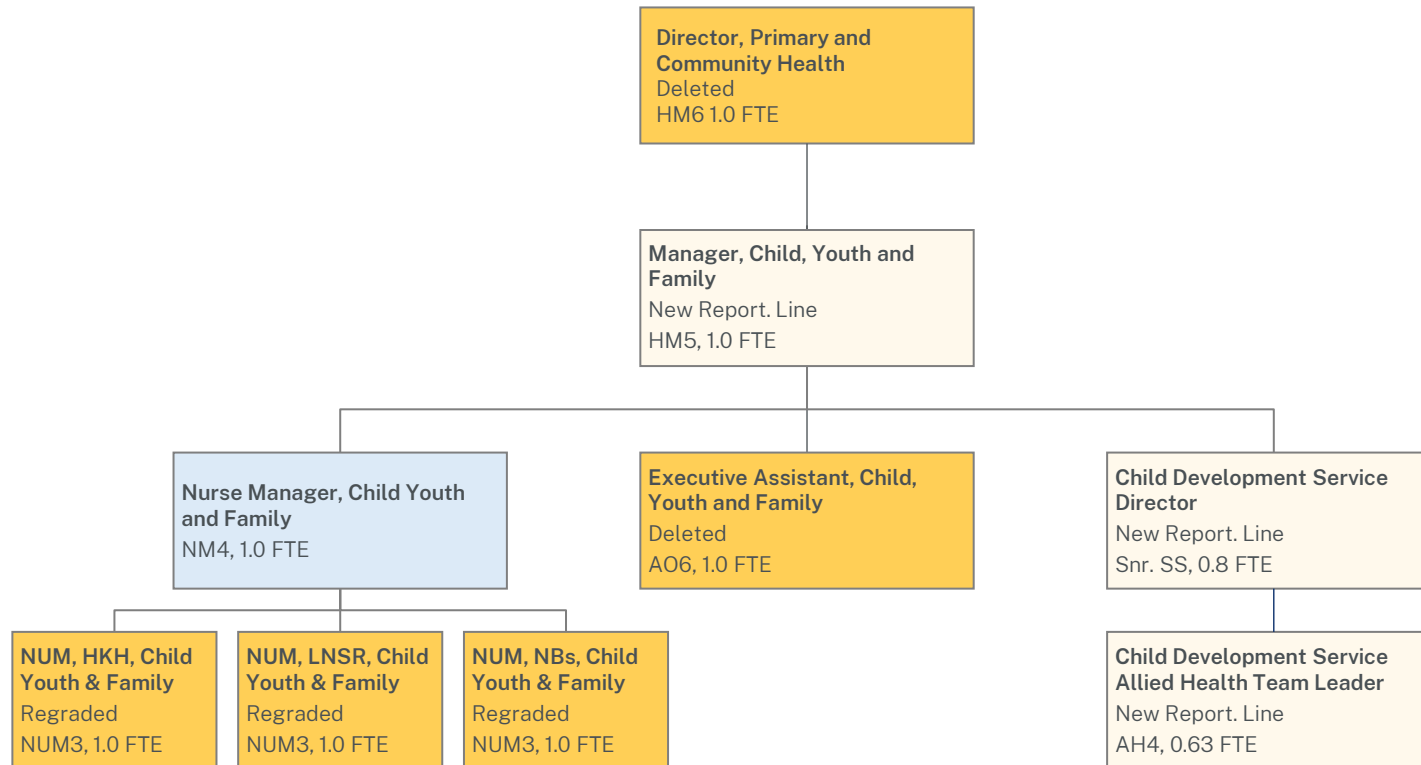
Classification / Grade	Position	Change	Detail
Health Manager Level 6	Director, Primary & Community Health	Deleted	
Health Manager Level 5	Partnership & Operations Manager	Deleted	

Reporting line or other change

Classification / Grade	Position	Change	New reporting line
Health Manager Level 1	Executive Officer, Director PaCH	Change in reporting line	General Manager, Care in the Community
Health Manager Level 3	Senior Business Analyst	Change in reporting line	Quality & Safety Manager, Care in the Community
Health Manager Level 4	Quality and Safety Manager	Change in reporting line	General Manager, Care in the Community
Health Manager Level 4	Finance & Performance Manager	Change in reporting line	Deputy Director, Finance and Corporate Services

5.2.2 Child, Youth and Family

Current Structure

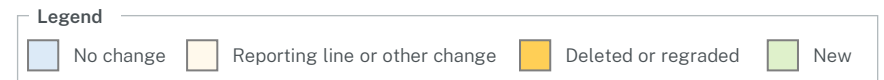


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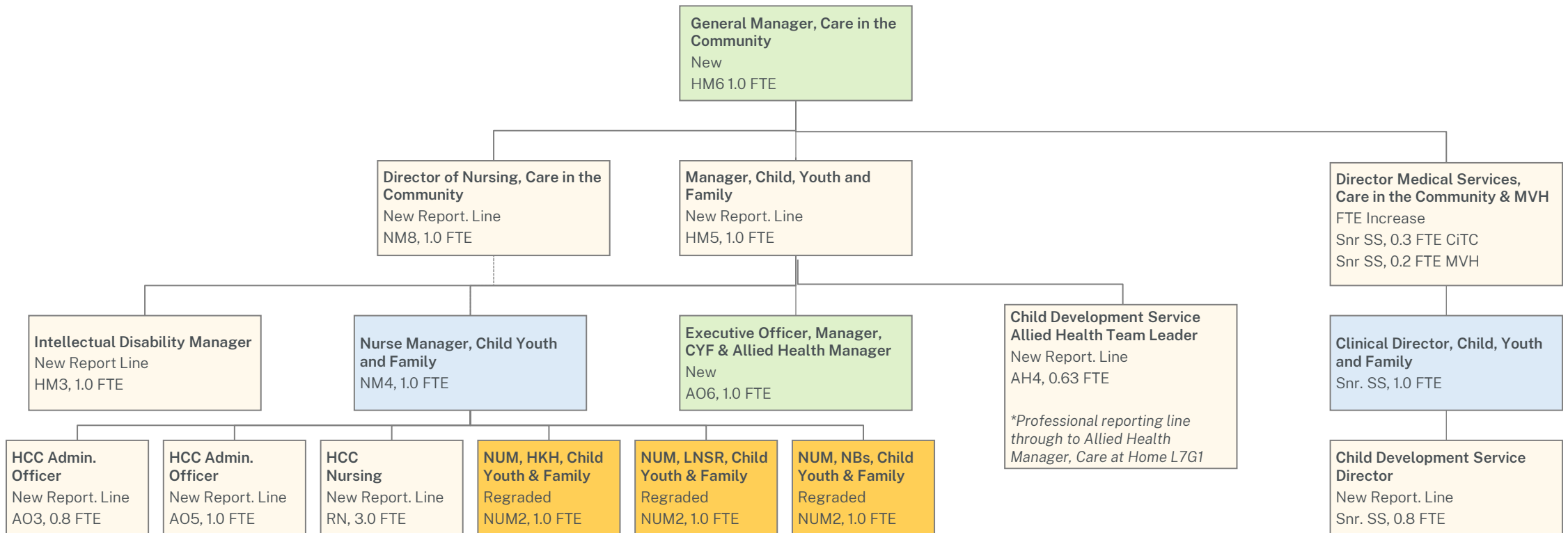
[Proposed sub-Directorate: Child, Youth and Family, Care in the Community](#)

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5.2.2 Child, Youth and Family

Proposed Structure

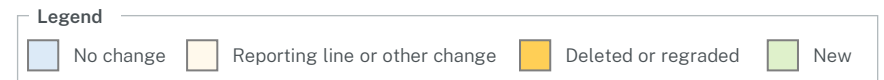


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[Proposed sub-Directorate: Child, Youth and Family, Care in the Community](#)

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5.2.2 Child, Youth and Family

Position Change Log (1/2)

New positions

Classification / Grade	Position	Change	Detail
Admin. Officer Level 6	Executive Officer, Manager, CYF & Manager Allied Health	New	Shared Executive Officer between the Manager, Child, Youth and Family and Manager, Allied Health

Deleted or regraded positions

Classification / Grade	Position	Change	Detail
Admin Officer Level 6	Executive Officer, Child, Youth and Family	Deleted	
Nurse Unit Manager 3	NUM, LNSR, Child Youth & Family	Regraded to NUM2	Same reporting line
Nurse Unit Manager 3	NUM, NBs, Child Youth & Family	Regraded to NUM2	Same reporting line
Nurse Unit Manager 3	NUM, HKH, Child Youth & Family	Regraded to NUM2	Same reporting line

Reporting line or other change (1/2)

Classification / Grade	Position	Change	New reporting line
Health Manager Level 5	Manager, Child, Youth and Family	Change in reporting line	General Manager, Care in the Community
Allied Health Level 4	Child Development Service Allied Health TL	Change in reporting line	Manager, Child, Youth and Family

5.2.2 Child, Youth and Family

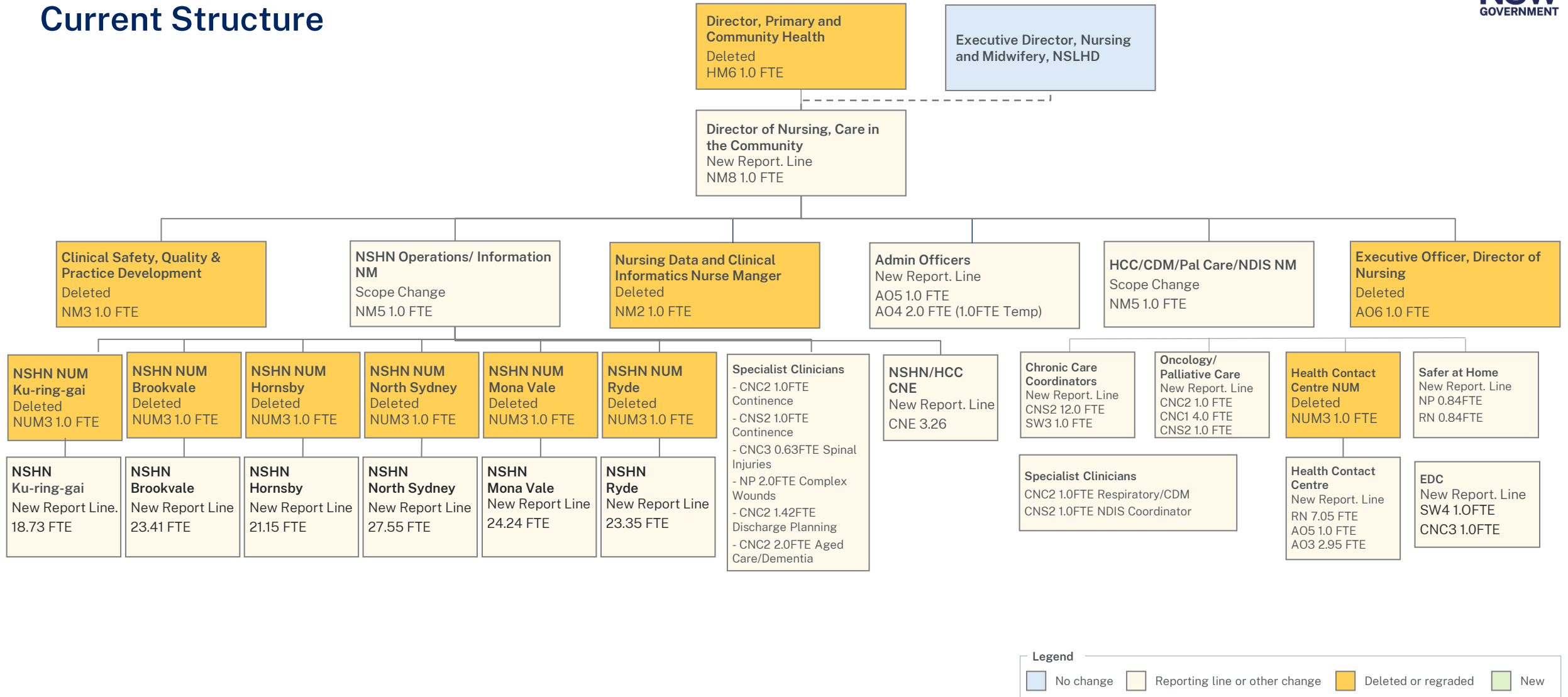
Position Change Log (2/2)

Reporting line or other change (2/2)

Classification / Grade	Position	Change	New reporting line
Snr. Staff Specialist	Director, Child Development Service	Change in reporting line	Clinical Director, Child, Youth and Family
Registered Nurse (3.0 FTE, various levels)	Registered Nurse, Health Contact Centre	Change in reporting line	Nurse Manager, Child, Youth and Family
Admin. Officer Level 5	Health Contact Centre Admin. Officer	Change in reporting line	Nurse Manager, Child, Youth and Family
Admin. Officer Level 3	Health Contact Centre Admin. Officer	Change in reporting line	Nurse Manager, Child, Youth and Family
Health Manager Level 3	Manager, Intellectual Disability Service	Change in reporting line	Manager, Child, Youth and Family

5.2.3 Northern Sydney Home Nursing (NSHN)

Current Structure



5.2.3 NSHN

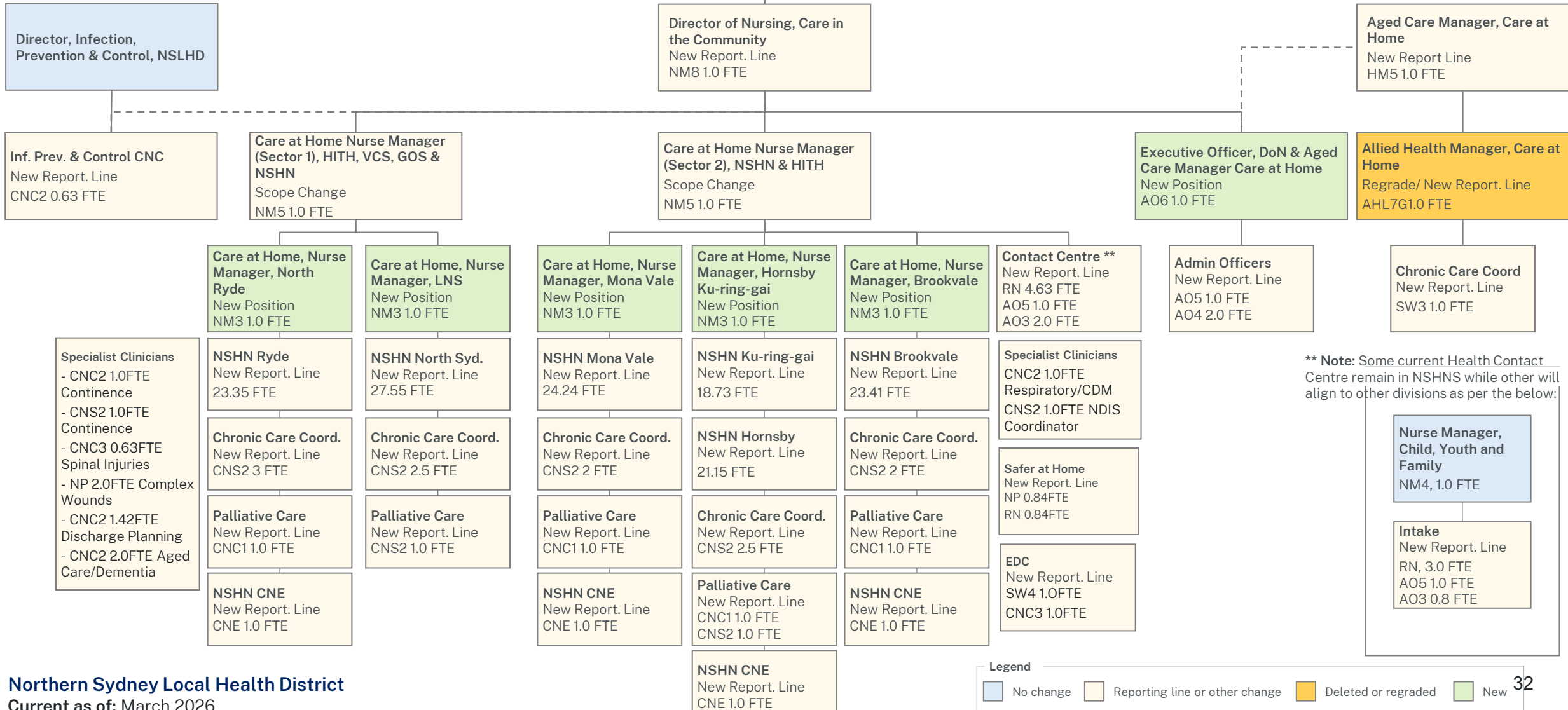
Proposed Structure

Navigation:

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[Proposed sub-Directorate: Care at Home, Nursing](#)

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** Note: Some current Health Contact Centre remain in NSHNS while other will align to other divisions as per the below:

5.2.3 NSHN

Position Change Log

Deleted or Regraded

Classification / Grade	Position	Change	Detail
Health Manager Level 6	Director, Primary and Community Health	Deleted	
Nurse Manager 3	Quality/Infection Prevention & Control Nurse Manager	Deleted	
Nurse Manager 2	Nursing Data and Clinical Informatics Nurse Manger	Deleted	
Administrative Officer Level 6	Executive Officer, Director of Nursing	Deleted	
Nurse Unit Manager 3	NSHN Nurse Unit Manager, Ku-ring-gai	Deleted	
Nurse Unit Manager 3	NSHN Nurse Unit Manager, Brookvale	Deleted	
Nurse Unit Manager 3	NSHN Nurse Unit Manager, Mona Vale	Deleted	
Nurse Unit Manager 3	NSHN Nurse Unit Manager, North Sydney	Deleted	
Nurse Unit Manager 3	NSHN Nurse Unit Manager, Hornsby	Deleted	
Nurse Unit Manager 3	NSHN Nurse Unit Manager, Ryde	Deleted	
Nurse Unit Manager 3	Health Contact Centre Nurse Unit Manager	Deleted	

5.2.3 NSHN

Position Change Log

New positions

Classification / Grade	Position	Change	Detail
Admin Officer Level 6	Executive Officer, DoN & Care at Home	New	Shared Executive Officer between DON & Manager, Care at Home
Nurse Manager 3	Care at Home, Nurse Manager, North Ryde	New	
Nurse Manager 3	Care at Home, Nurse Manager, LNS	New	
Nurse Manager 3	Care at Home, Nurse Manager, Mona Vale	New	
Nurse Manager 3	Care at Home, Nurse Manager, Hornsby	New	
Nurse Manager 3	Care at Home, Nurse Manager, Brookvale	New	

Reporting line or other change (1/3)

Classification / Grade	Position	Change	New reporting line
Health Manager Level 5	Aged Care Manager, Care at Home	Change in reporting line	General Manager, Care in the Community
Registered Nurse (various)	Registered Nurse, Care at Home, NSHNS Ryde	Change in reporting line	Care at Home, Nurse Manager, North Ryde
Clinical Nurse Specialist Level 2	Care Coordinator, Care at Home, NSHNS Ryde	Change in reporting line	Care at Home, Nurse Manager, North Ryde
Clinical Nurse Consultant Level 1	Palliative Care, CNC, Care at Home, NSHNS Ryde	Change in reporting line	Care at Home, Nurse Manager, North Ryde
Clinical Nurse Educator	Clinical Nurse Educator, Care at Home, NSHNS Ryde	Change in reporting line	Care at Home, Nurse Manager, North Ryde

5.2.3 NSHN

Position Change Log

Reporting line or other change (2/3)

Classification / Grade	Position	Change	New reporting line
Registered Nurse (various)	Registered Nurse, Care at Home, NSHNS LNS	Change in reporting line	Care at Home, Nurse Manager, LNS
Clinical Nurse Specialist Level 2	Care Coordinator, Care at Home, NSHNS LNS	Change in reporting line	Care at Home, Nurse Manager, LNS
Clinical Nurse Specialist Level 2	Palliative Care, CNS, Care at Home, NSHNS LNS	Change in reporting line	Care at Home, Nurse Manager, LNS
Registered Nurse (various)	Registered Nurse, Care at Home, NSHNS Mona Vale	Change in reporting line	Care at Home, Nurse Manager, Mona Vale
Clinical Nurse Specialist Level 2	Care Coordinator, Care at Home, NSHNS Mona Vale	Change in reporting line	Care at Home, Nurse Manager, Mona Vale
Clinical Nurse Consultant Level 1	Palliative Care, CNC, Care at Home, NSHNS Mona Vale	Change in reporting line	Care at Home, Nurse Manager, Mona Vale
Clinical Nurse Educator	Clinical Nurse Educator, Care at Home, NSHNS Mona Vale	Change in reporting line	Care at Home, Nurse Manager, Mona Vale
Registered Nurse (various)	Registered Nurse, Care at Home, NSHNS Hornsby	Change in reporting line	Care at Home, Nurse Manager, Hornsby Ku-ring-gai
Registered Nurse (various)	Registered Nurse, Care at Home, NSHNS Ku-ring-gai	Change in reporting line	Care at Home, Nurse Manager, Hornsby Ku-ring-gai
Clinical Nurse Specialist Level 2	Care Coordinator, Care at Home, NSHNS Hornsby Ku-ring-gai	Change in reporting line	Care at Home, Nurse Manager, Hornsby Ku-ring-gai
Clinical Nurse Specialist Level 2	Palliative Care, CNS, Care at Home, NSHNS Hornsby Ku-ring-gai	Change in reporting line	Care at Home, Nurse Manager, Hornsby Ku-ring-gai
Clinical Nurse Consultant Level 1	Palliative Care, CNC, Care at Home, NSHNS Palliative Care, CNC,	Change in reporting line	Care at Home, Nurse Manager, Hornsby Ku-ring-gai

5.2.3 NSHN

Position Change Log

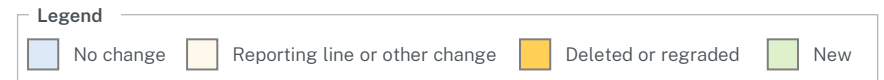
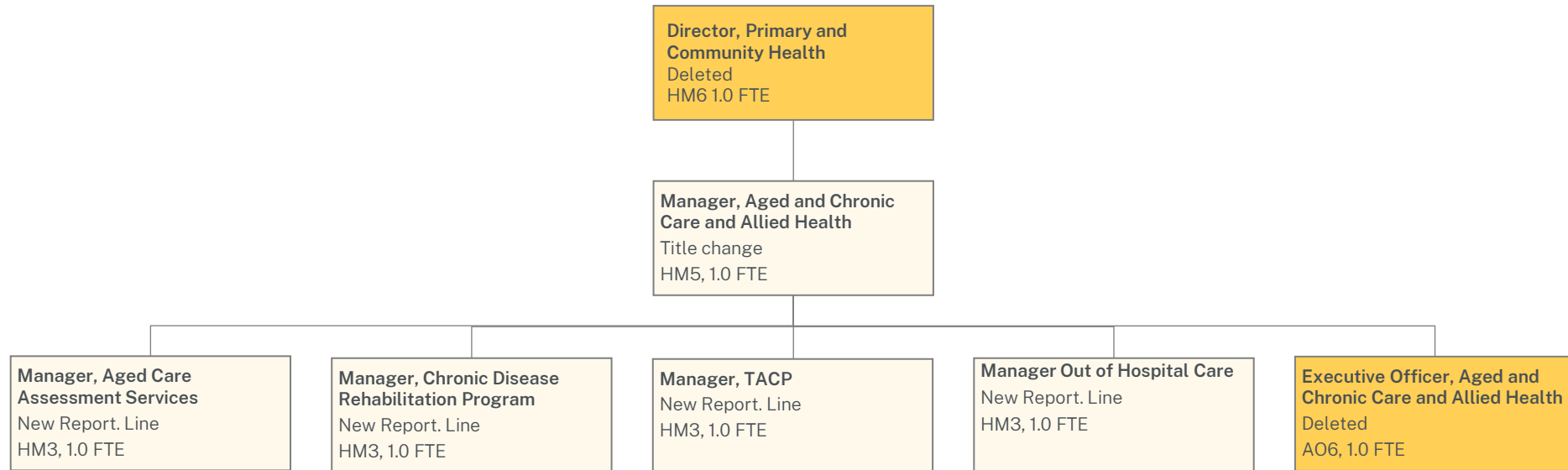
Reporting line or other change (3/3)



Classification / Grade	Position	Change	New reporting line
Registered Nurse (various)	Registered Nurse, Care at Home, NSHNS Brookvale	Change in reporting line	Care at Home, Nurse Manager, Brookvale
Clinical Nurse Specialist Level 2	Care Coordinator, Care at Home, NSHNS Brookvale	Change in reporting line	Care at Home, Nurse Manager, Brookvale
Clinical Nurse Consultant Level 1	Palliative Care, CNC, Care at Home, NSHNS Brookvale	Change in reporting line	Care at Home, Nurse Manager, Brookvale
Clinical Nurse Educator	Clinical Nurse Educator, Care at Home, NSHNS Brookvale	Change in reporting line	Care at Home, Nurse Manager, Brookvale
Registered Nurse	Registered Nurse, Contact Centre, Care at Home	Change in reporting line	Care at Home, Nurse Manager (Sector 2) or CYF Nurse Manager
Administrative Officer Level 5	Administrative Officer, Contact Centre, Care at Home	Change in reporting line	Care at Home, Nurse Manager (Sector 2) or CYF Nurse Manager
Administrative Officer Level 3	Administrative Officer, Contact Centre, Care at Home	Change in reporting line	Care at Home, Nurse Manager (Sector 2) or CYF Nurse Manager or Oral Health Manager
Administrative Officer Level 5	Administrative Officer, Contact Centre, Care at Home	Change in reporting line	Executive Officer, DoN & Aged Care Manager, Care at Home
Administrative Officer Level 4	Administrative Officer, Contact Centre, Care at Home	Change in reporting line	Executive Officer, DoN & Aged Care Manager, Care at Home
Allied Health Level 7G1	Allied Health Manager, Care at Home	Regrade Change in reporting line	Aged Care Manager, Care at Home
Allied Health Level 3	Social Worker, Care Coordinator	Change in reporting line	Allied Health Manager, Care at Home
Clinical Nurse Consultant Level 2	Infection Prevention & Control	Change in reporting line	Director, Infection, Prevention & Control, NSLHD
Nurse Manager 5	Care at Home Nurse Manager (Sector 1)	Scope change	Current titles: Nurse Manager, NSHNS Operations/Information & Nurse Manager, HCC/CDM/PC/NDIS
Nurse Manager 5	Care at Home Nurse Manager (Sector 2)	Scope change	
Nurse Manager 8	Director of Nursing, Care in the Community	Change in reporting line	General Manager, Care in the Community

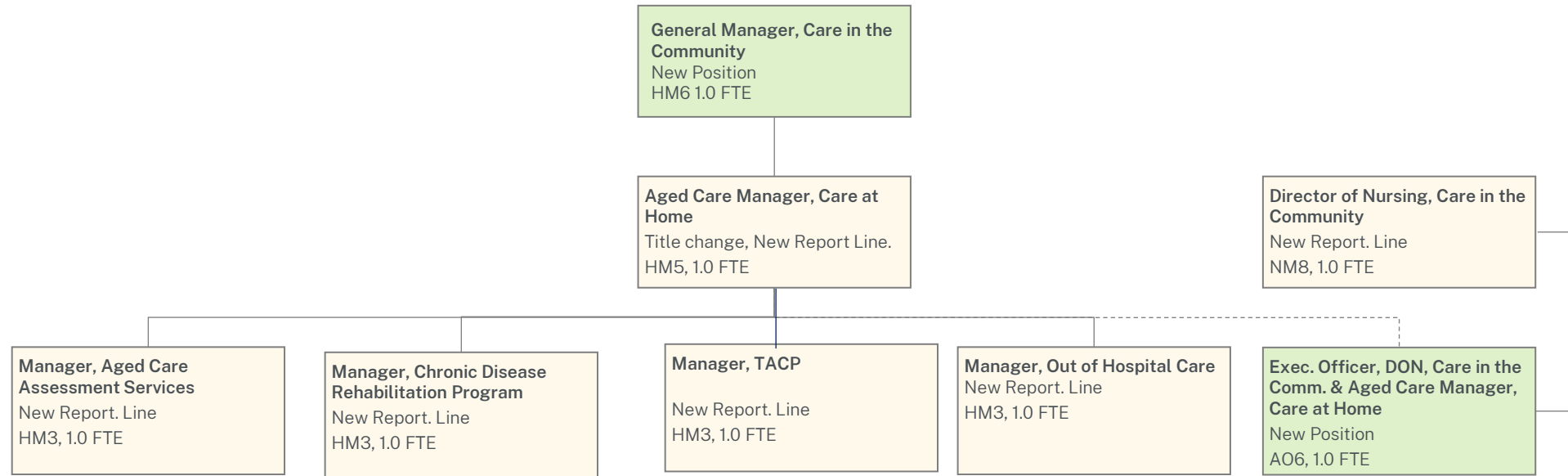
5.2.4 Aged and Chronic Care and Allied Health

Current Structure



5.2.4 Aged and Chronic Care and Allied Health

Proposed Structure



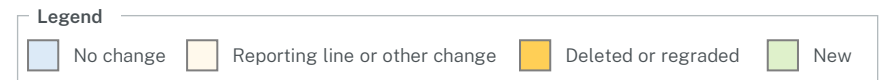
Allied Health positions have a proposed dotted reporting line to the Manager, Allied Health, Care in the Community
Nursing positions have a proposed dotted reporting line to the Director of Nursing, Care in the Community

Navigation:

[Proposed Directorate: Care in the Community](#)

[Proposed sub-Directorate: Care at Home, Aged Care](#)

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5.2.4 Aged and Chronic Care and Allied Health

Position Change Log

New positions

Classification / Grade	Position	Change	Detail
Admin Officer Level 6	Executive Officer, DON, Care in the Comm. & Aged Care Manager, Care at Home	New	

Deleted or regraded positions

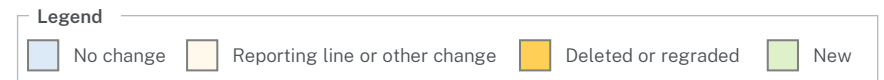
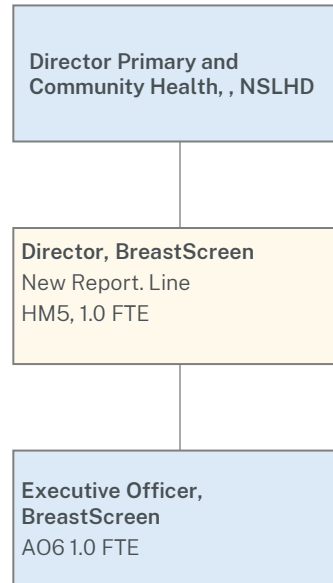
Classification / Grade	Position	Change	Detail
Admin. Officer Level 6	Executive Officer, Aged and Allied Health	Deleted	
Health Manager 2	Project Manager, Aged, Chronic Care and Allied Health	Deleted (at contract expiry)	

Reporting line or other change

Classification / Grade	Position	Change	New reporting line
Health Manager Level 5	Aged Care Manager, Care at Home	Change in Reporting Line Title change	General Manager, Care in the Community Previous title Manager, Aged and Chronic Care and Allied Health
Health Manager Level 3	Manager, Aged Care Assessment Services	Change in reporting line	Aged Care Manager, Care at Home
Health Manager Level 3	Manager, Chronic Disease Rehabilitation Prog.	Change in reporting line	Aged Care Manager, Care at Home
Health Manager Level 3	Manager, TACP	Change in reporting line	Aged Care Manager, Care at Home
Health Manager Level 3	Manager, Out of Hospital Care	Change in reporting line	Aged Care Manager, Care at Home

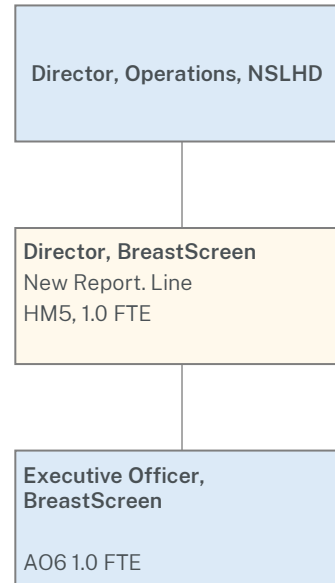
5.2.5 BreastScreen

Current Structure



5.2.5 BreastScreen

Proposed Structure

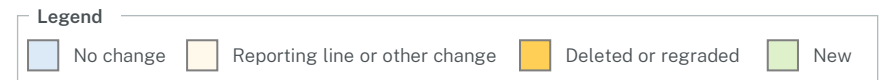


Navigation:

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Notes:

¹ BreastScreen’s Medical workforce will change their professional reporting line from “Director Medical Services, Primary & Community Health” to “Director Medical Services, Care in the Community”.



5.2.5 BreastScreen

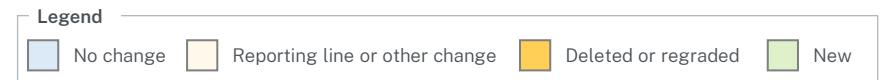
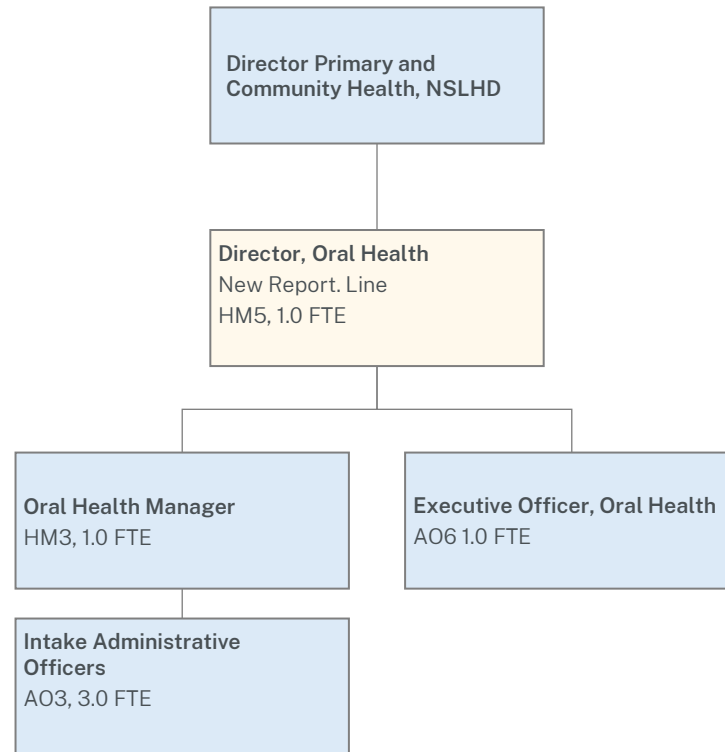
Position Change Log

Reporting line or other change

Classification / Grade	Position	Change	New reporting line
Health Manager Level 5	Director, BreastScreen	Change in reporting line	Executive Director, Operations

5.2.6 Oral Health

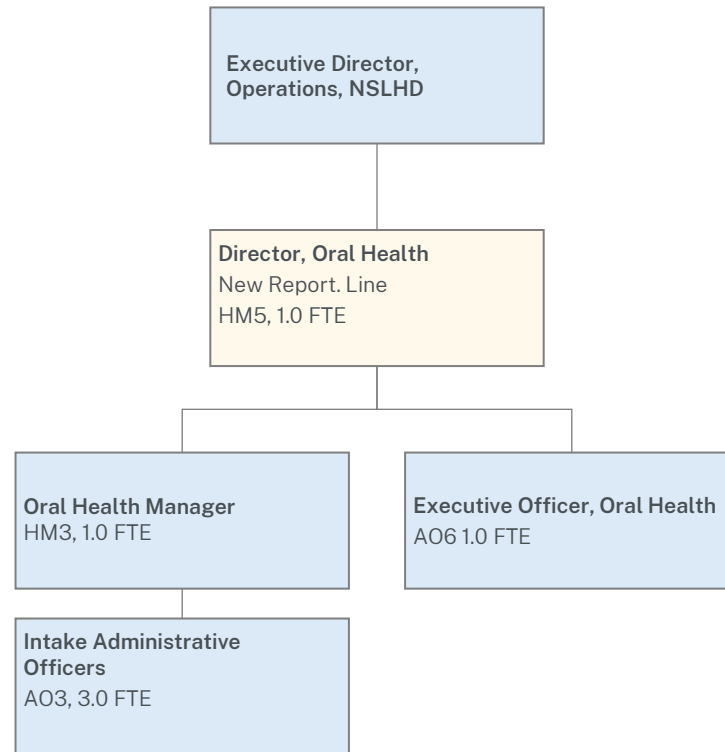
Current Structure



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5.2.6 Oral Health

Proposed Structure

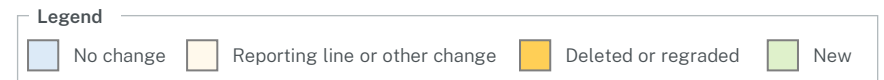


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Northern Sydney Local Health District

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5.2.6 Oral Health

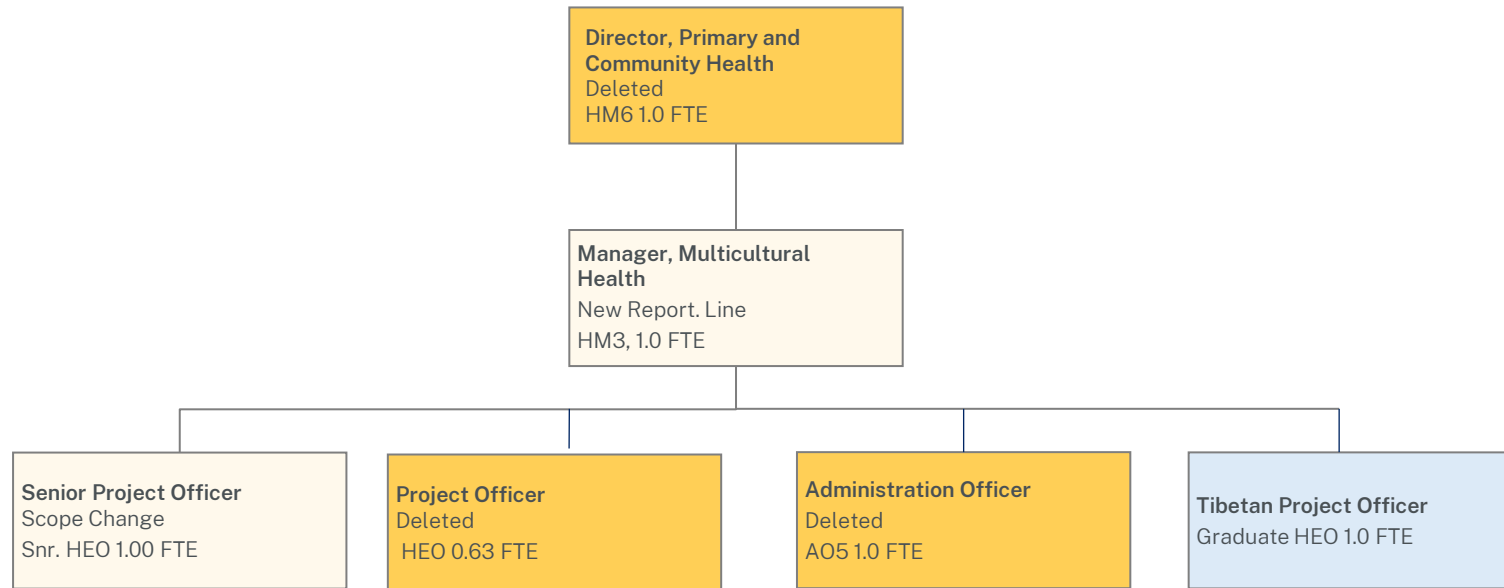
Position Change Log

Reporting line or other change

Classification / Grade	Position	Change	New reporting line
Health Manager Level 5	Director, Oral Health	Change in reporting line	Executive Director, Operations

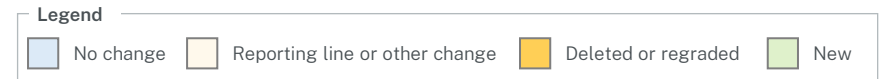
5.2.7 Multicultural Health

Current Structure



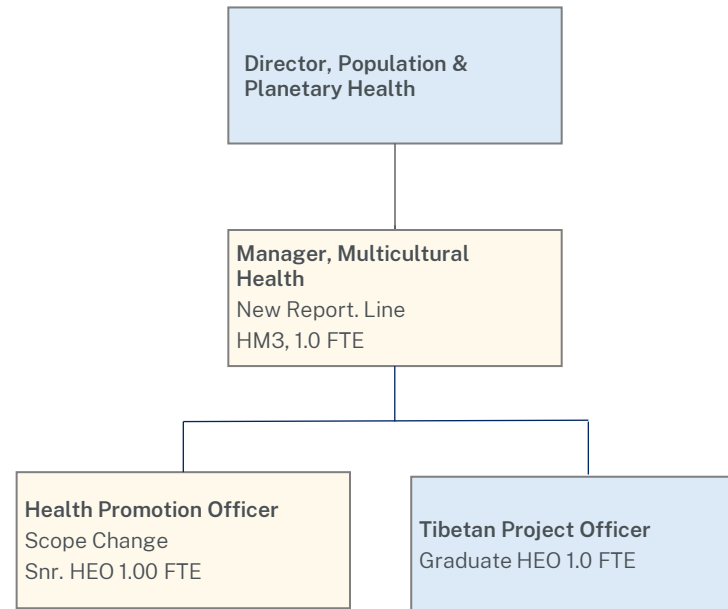
Notes:

¹Proposed deleted Senior Project Officer and Administration Officer roles are both vacant



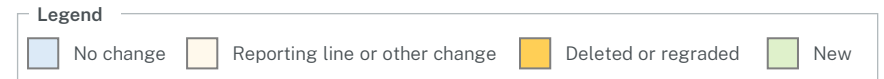
5.2.7 Multicultural Health

Proposed Structure (moved to Directorate: Population & Planetary Health)



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5.2.7 Multicultural Health

Position Change Log

Deleted positions

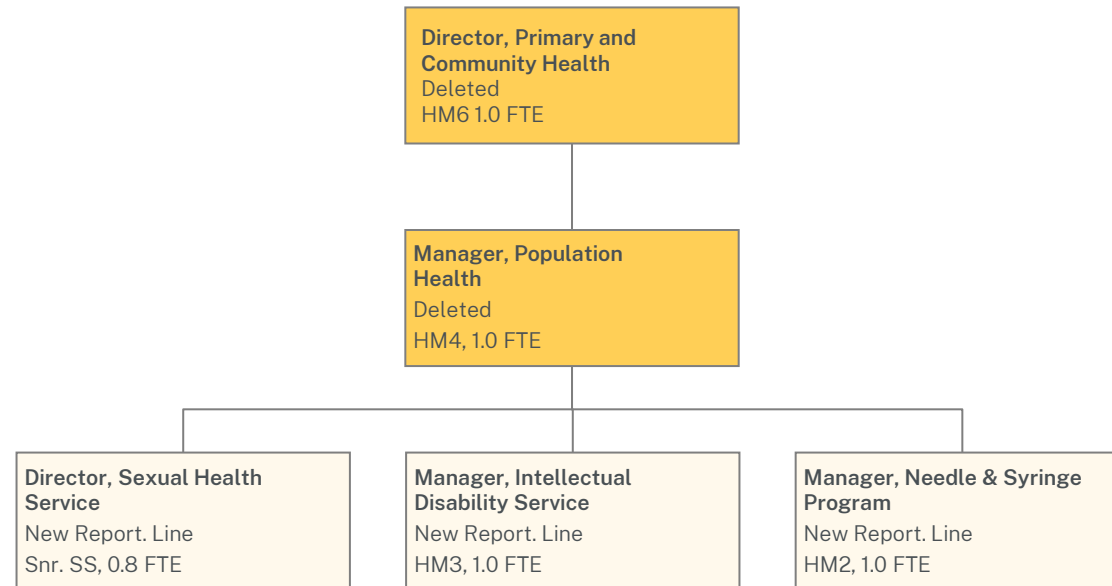
Classification / Grade	Position	Change	Detail
Health Education Officer Graduate / Non-Graduate	Senior Project Officer	Deleted	
Admin Officer Level 5	Multicultural Health Admin Officer	Deleted	Vacant

Reporting line or other change

Classification / Grade	Position	Change	Detail
Health Manager Level 3	Manager, Multicultural Health	Change in reporting line	Director, Population & Planetary Health (new Directorate)
Health Education Officer Graduate / Non-Graduate	Senior Project Officer	Scope Change	Position Scope changed to 'Health Promotion Officer'

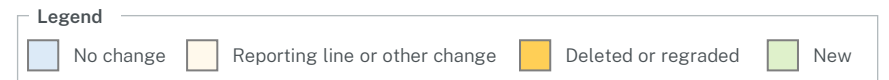
5.2.8 Population Health

Current Structure



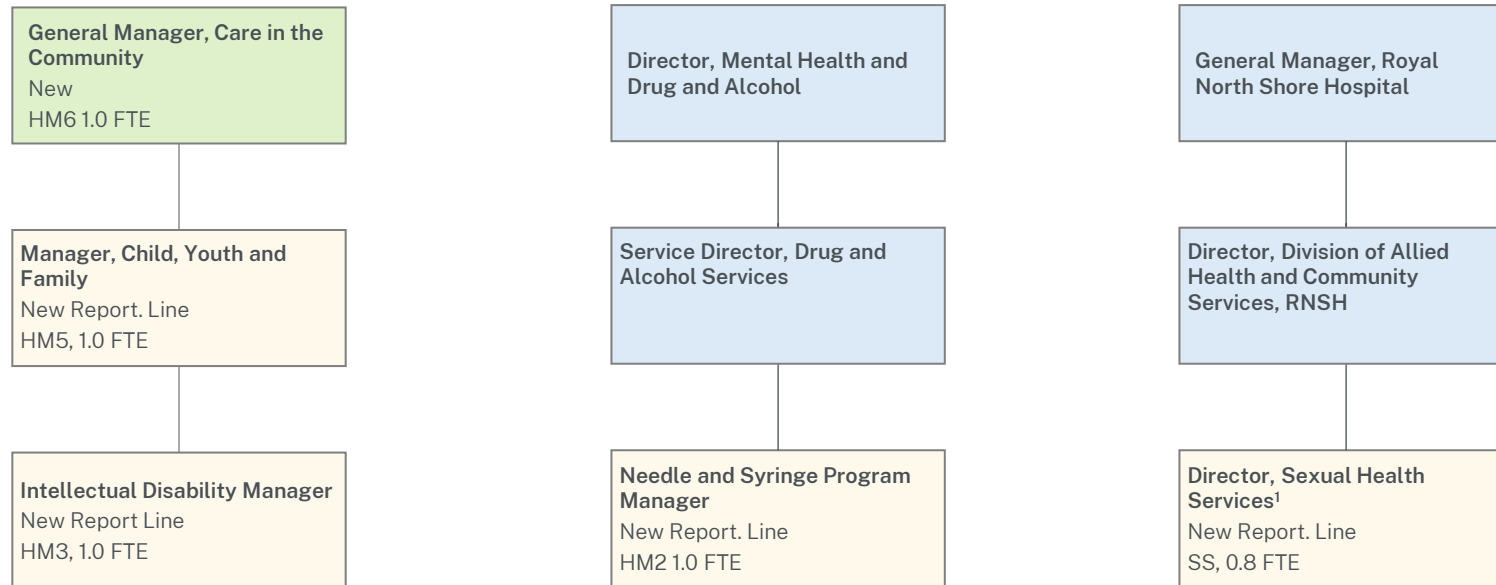
Notes:

¹ Proposed deleted Senior Project Officer and Administration Officer roles are both vacant



5.2.8 Population Health

Proposed Structure

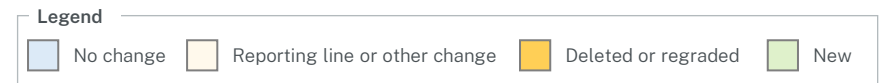


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Notes:

¹ All staff will have dotted lines to relevant professional leads within Royal North Shore Hospital. Medical staff will have a dotted line to the Clinical Director, Division of Medicine, Allied Health the relevant Department Head of their discipline and Nursing to the Nurse Manager, Division of Medicine



5.2.8 Population Health

Position Change Log

Deleted or regraded

Classification / Grade	Position	Change	Detail
Health Manager Level 4	Manager, Population Health	Deleted	

Reporting line or other change

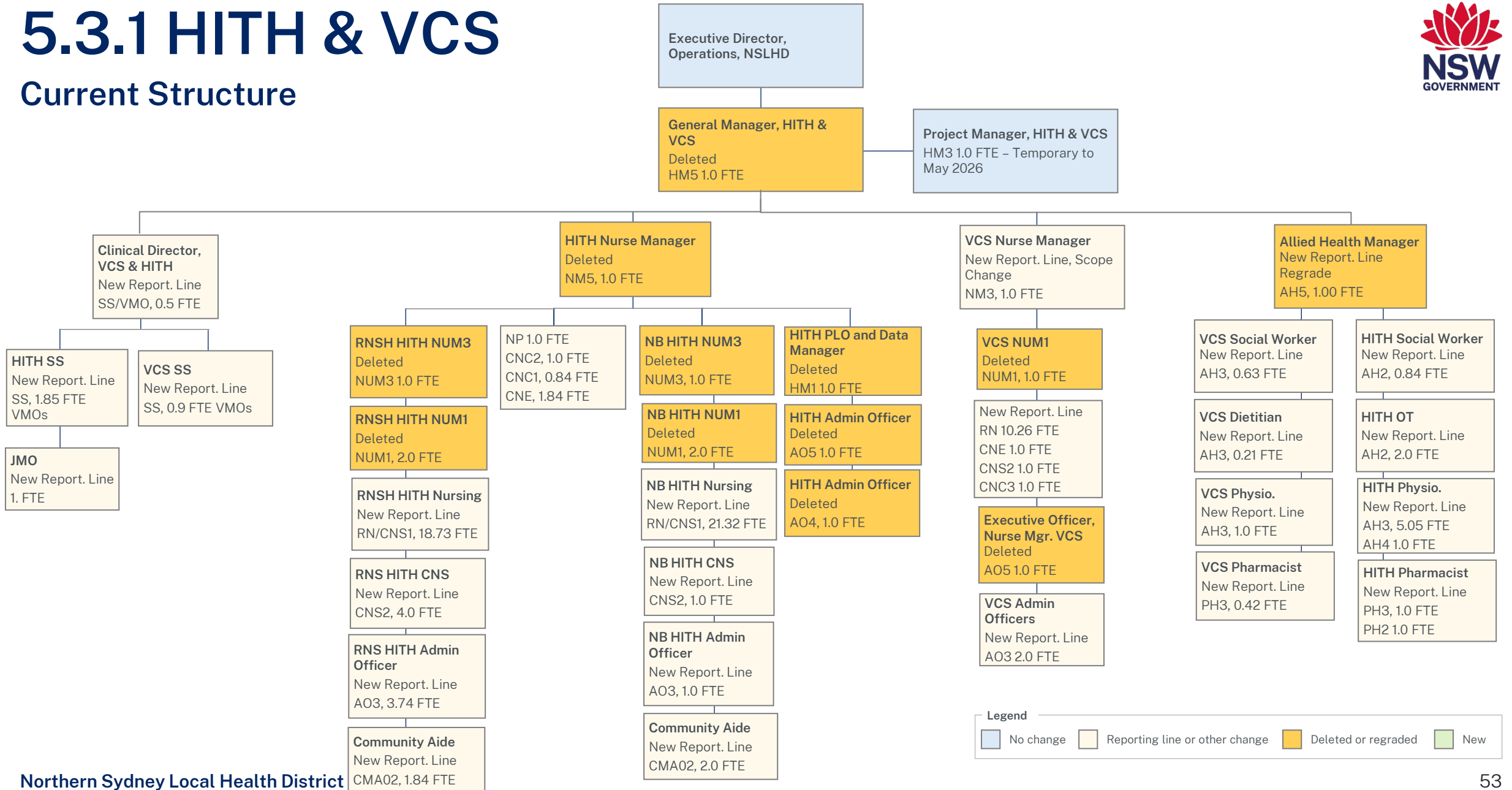
Classification / Grade	Position	Change	New reporting line
Health Manager Level 3	Manager, Intellectual Disability Service	Change in reporting line	Manager, Child, Youth and Family
Health Manager Level 2	Manager, Needle and Syringe Program	Change in reporting line	Service Director, Drug and Alcohol Services
Senior Staff Specialist Level 1	Director, Sexual Health Service	Change in reporting line	Director, Division of Allied Health and Community Services, RNSH

5.3

HITH and VCS

5.3.1 HITH & VCS

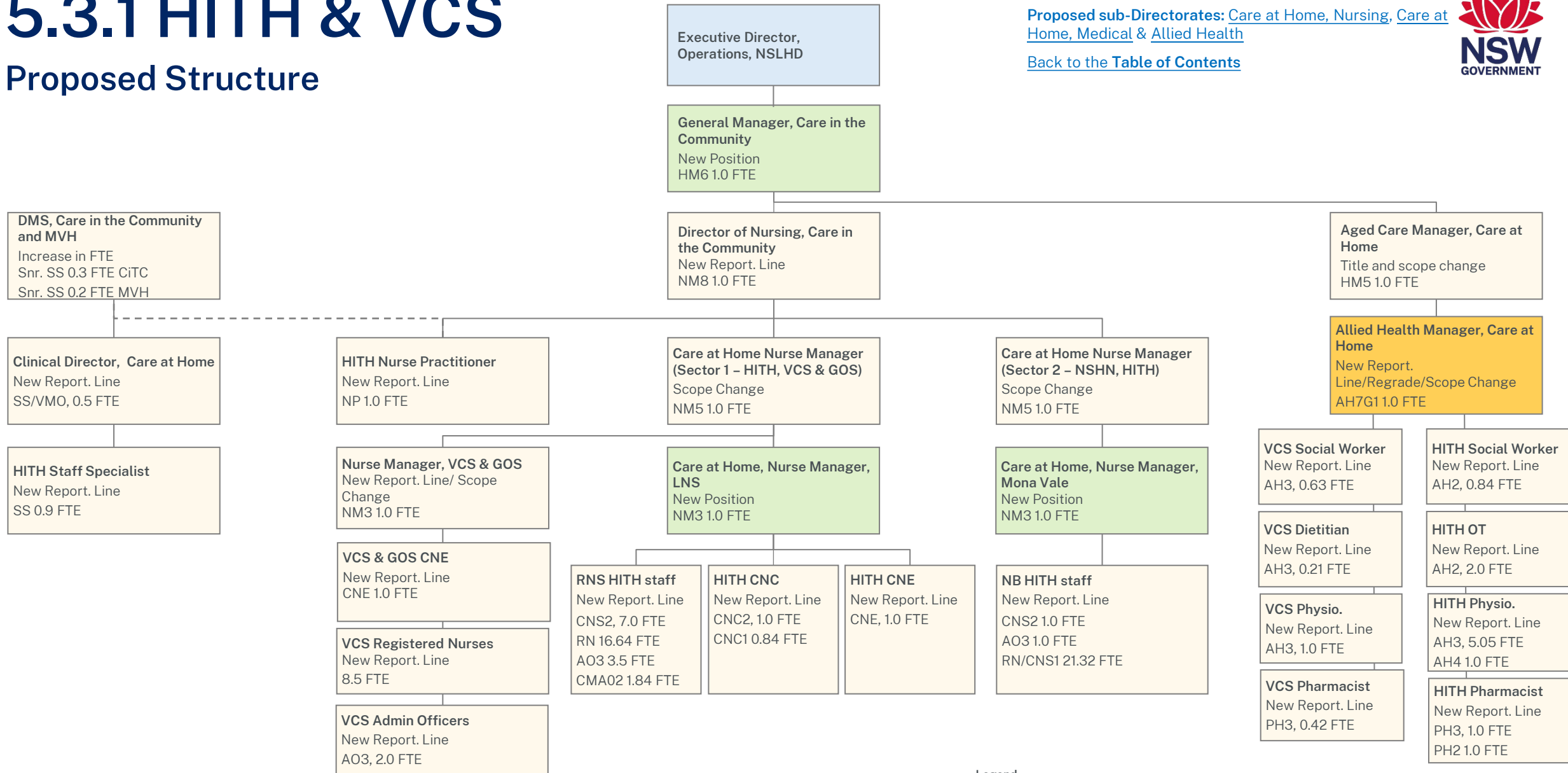
Current Structure





5.3.1 HITH & VCS

Proposed Structure



5.3.1 HITH & VCS

Position Change Log (1/2)

Deleted or regraded positions

Classification / Grade	Position	Change	Detail
Health Manager Level 5	General Manager, HITH & VCS	Deleted	
Nurse Unit Manager Level 1	VCS Nurse Unit Manager	Deleted	
Admin. Officer Level 5	Executive Officer, Nurse Mgr. VCS	Deleted	
Nurse Manager Level 5	HITH Nurse Manager	Deleted	
Health Manager Level 1	HITH PLO and Data Manager	Deleted	
Admin. Officer Level 5	HITH Admin Officer	Deleted	
Nurse Unit Manager Level 3	RNSH HITH NUM3	Deleted	
Nurse Unit Manager Level 3	NB HITH NUM3	Deleted	
Admin. Officer Level 4	HITH Admin Officer	Deleted	
Nurse Unit Manager Level 1	RNSH HITH NUM1	Deleted	
Nurse Unit Manager Level 1	NB HITH NUM1	Deleted	

Reporting line or other change (1/2)

Classification / Grade	Position	Change	New reporting line
Health Manager Level 5	Aged Care Manager, Care at Home	Change of reporting line	General Manager, Care in the Community
Staff Specialist	Virtual Care Clinical Director	Change in reporting line & Scope Change 'Clinical Director, Care at Home'	Director of Medical Services, Care in the Community
Allied Health Level 3	Virtual Care Pharmacist	Change in reporting line	Allied Health Manager, Care at Home

5.3.1 HITH & VCS

Position Change Log (2/2)

Reporting line or other change (cont. 2/2)

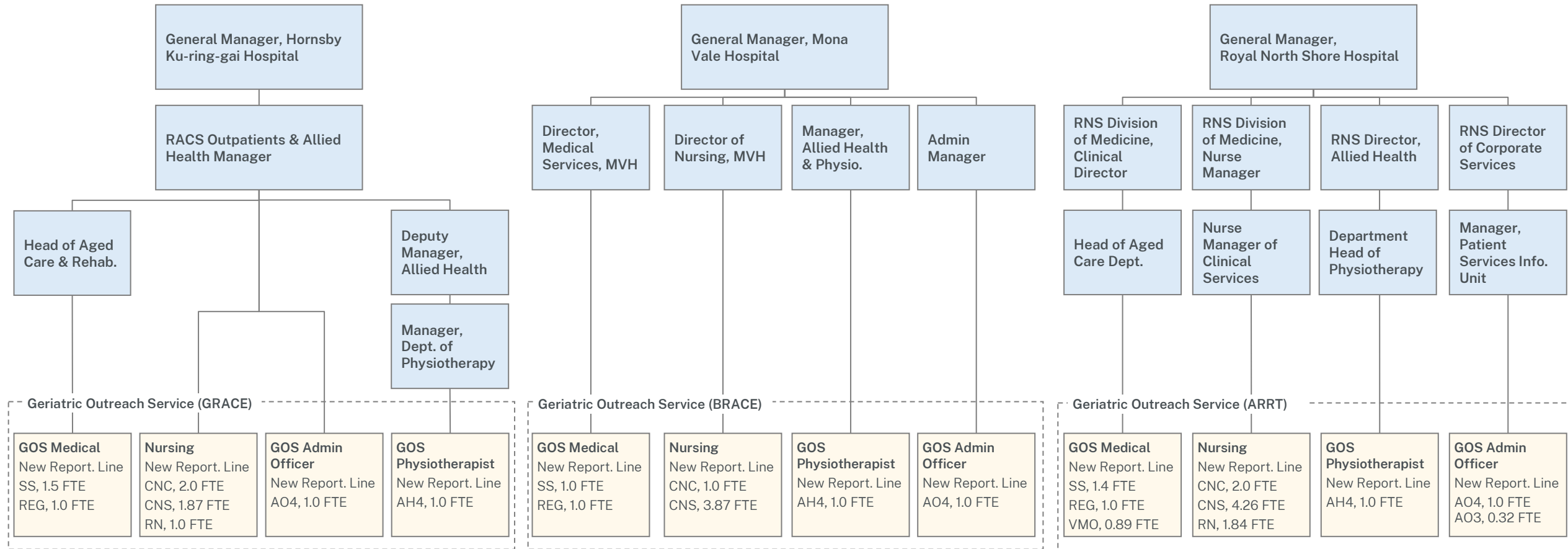
Classification / Grade	Position	Change	New reporting line
Nurse Manager Level 3	Nurse Manager, VCS	Change in reporting line & Scope Change 'Nurse Manager VCS & GOS'	Care at Home Nurse Manager (Sector 1), Care at Home
Allied Health Level 3	Virtual Care Physio	Change in reporting line	Allied Health Manager, Care at Home
Allied Health Level 3	Virtual Care Dietician	Change in reporting line	Allied Health Manager, Care at Home
Allied Health Level 3	Virtual Care Social Worker	Change in reporting line	Allied Health Manager, Care at Home
Nurse Practitioner	VCS Nurse Practitioner	Change in reporting line	Director of Nursing, Care in the Community
Registered Nurses (various)	VCS Registered Nurses	Change in reporting line	Nurse Manager VCS & GOS
Admin. Officer Level 3	Virtual Care Admin Officers	Change in reporting line	Nurse Manager VCS & GOS
Staff Specialist	HITH Staff Specialist	Change in reporting line	Clinical Director, Care at Home
Nurse Practitioner	HITH Nurse Practitioner	Change in reporting line	Director of Nursing, Care in the Community
Allied Health Level 5	Allied Health Manager, Care at Home	Change in reporting line; Regraded to Health Professional L7G1	Current title: HITH Allied Health Manager New reporting line: Aged Care Manager, Care at Home
Various	RNS HITH staff (various)	Change in reporting line	Care at Home, Nurse Manager, LNS
Clinical Nurse Consultation	HITH CNC	Change in reporting line	Care at Home, Nurse Manager, LNS
Clinical Nurse Educator	HITH CNE	Change in reporting line	Care at Home, Nurse Manager, LNS
Various	NB HITH staff (various)	Change in reporting line	Care at Home, Nurse Manager, Mona Vale

5.4

Geriatric Outreach Services

5.4.1 Geriatric Outreach Service

Current Structure¹



Notes:

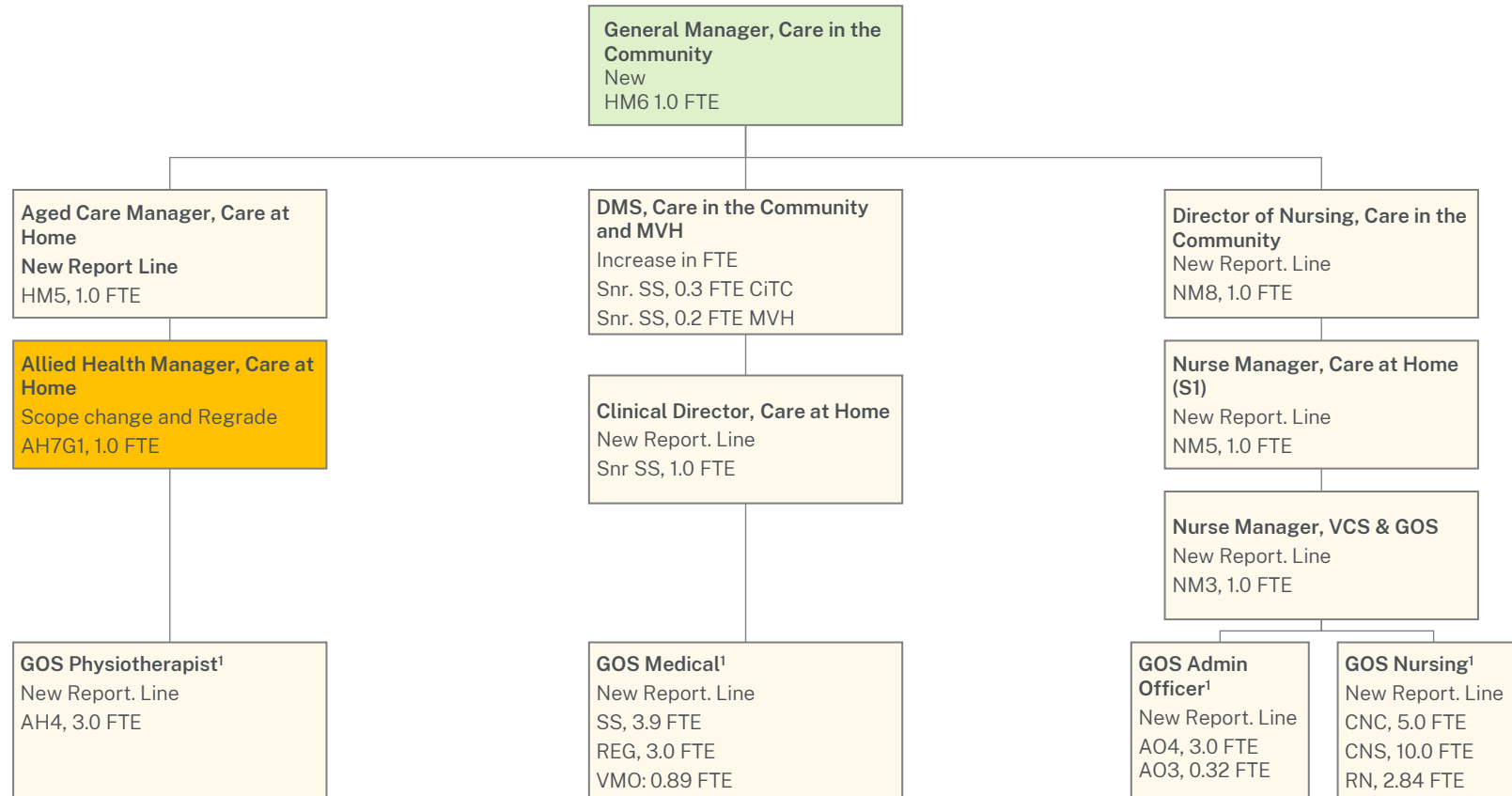
¹ There are three Geriatric Outreach Service teams with governance based in three of NSLHD's hospitals: Hornsby Ku-ring-gai, Mona Vale and Royal North Shore hospitals. It is proposed that the governance is consolidated into one structure under Care in the Community, as displayed on the page.

Legend

- No change
- Reporting line or other change
- Deleted or regraded
- New

5.4.1 Geriatric Outreach Service

Proposed Structure (moved to new Directorate: Care in the Community)

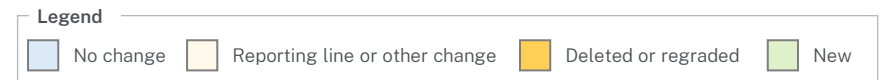


Navigation:
[Proposed Directorate: Care in the Community](#)
[Proposed sub-Directorates: Care at Home, Nursing, Care at Home, Medical & Allied Health](#)
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Notes:
 ¹ All three Geriatric Outreach Services' staff will be consolidated into a single reporting line for medical, nursing, allied health and administration.

Allied Health positions have a proposed dotted reporting line to the Manager, Allied Health, Care in the Community

Northern Sydney Local Health District
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5.4.2 Geriatric Outreach

Position Change Log (1/2)

Reporting line or other change (1/2)

Classification / Grade	Position	Change	New reporting line
Staff Specialist	Geriatrician, GRACE (GOS)	Change in reporting line	Clinical Director, Care at Home
Resident Medical Officer	Registrar, GRACE (GOS)	Change in reporting line	Clinical Director, Care at Home
Admin. Officer Level 4	Admin Officer, GRACE (GOS)	Change in reporting line	Nurse Manager, VCS and GOS
Allied Health Level 4	Physiotherapist, GRACE (GOS)	Change in reporting line	Allied Health Manager, Care at Home
Clinical Nurse Consultant	CNC, GRACE (GOS)	Change in reporting line	Nurse Manager, VCS and GOS
Clinical Nurse Specialist	CNS, GRACE (GOS)	Change in reporting line	Nurse Manager, VCS and GOS
Registered Nurse	Registered Nurse, GRACE (GOS)	Change in reporting line	Nurse Manager, VCS and GOS
Staff Specialist	Geriatrician, BRACE (GOS)	Change in reporting line	Clinical Director, Care at Home
Resident Medical Officer	Registrar, BRACE (GOS)	Change in reporting line	Clinical Director, Care at Home
Admin. Officer Level 4	Admin Officer, BRACE (GOS)	Change in reporting line	Nurse Manager, VCS and GOS
Allied Health Level 4	Physiotherapist, BRACE (GOS)	Change in reporting line	Manager, Allied Health, Care at Home
Clinical Nurse Consultant	CNC, BRACE (GOS)	Change in reporting line	Nurse Manager, VCS and GOS
Clinical Nurse Specialist	CNS, BRACE (GOS)	Change in reporting line	Nurse Manager, VCS and GOS

5.4.2 Geriatric Outreach

Position Change Log (2/2)

Reporting line or other change (2/2)

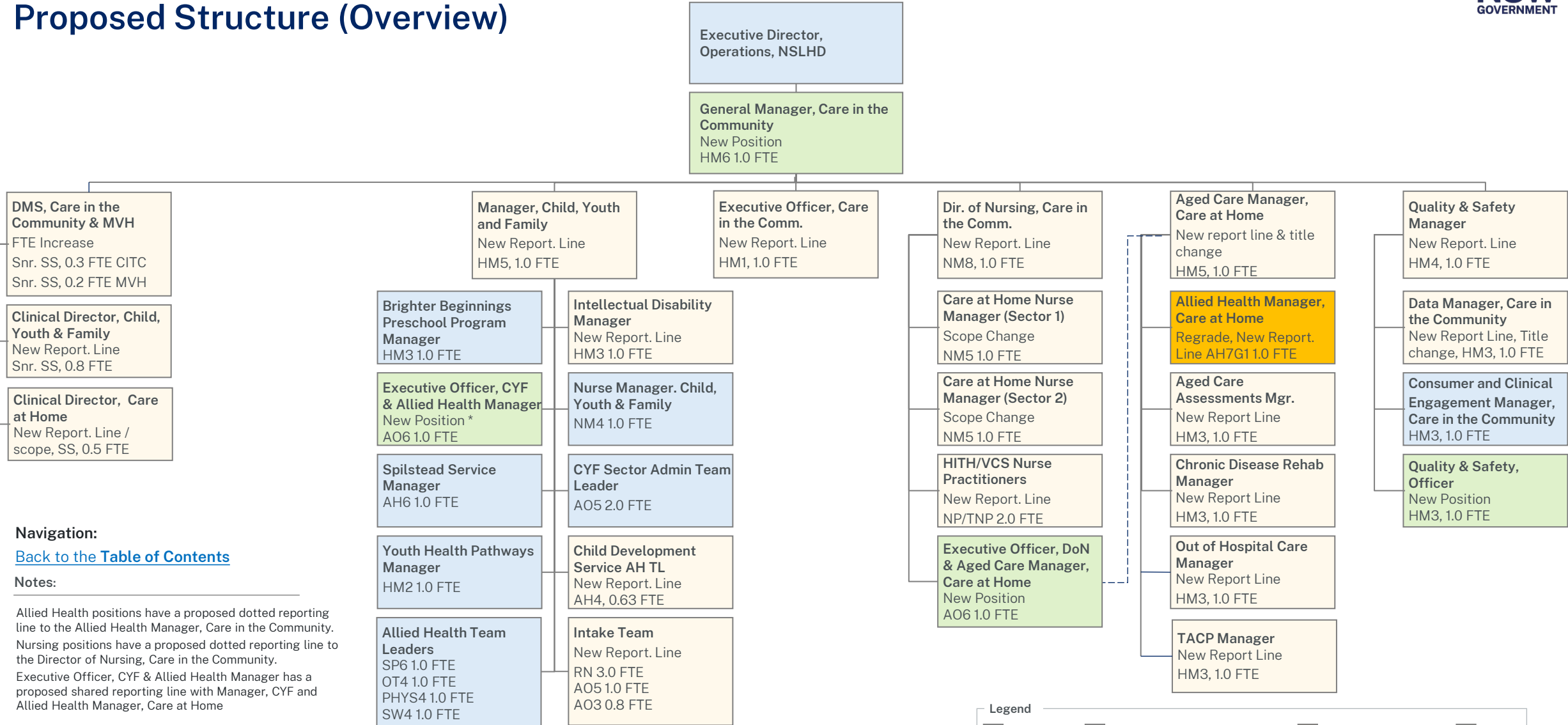
Classification / Grade	Position	Change	New reporting line
Staff Specialist	Geriatrician, ARRT (GOS)	Change in reporting line	Clinical Director, Care at Home
Resident Medical Officer	Registrar, ARRT (GOS)	Change in reporting line	Clinical Director, Care at Home
Medical	Visiting Medical Officer, ARRT (GOS)	Change in reporting line	Clinical Director, Care at Home
Admin. Officer Level 4	Admin Officer, ARRT (GOS)	Change in reporting line	Nurse Manager, VCS and GOS
Allied Health Level 4	Physiotherapist, ARRT (GOS)	Change in reporting line	Manager, Allied Health, Care at Home
Clinical Nurse Consultant	CNC, ARRT (GOS)	Change in reporting line	Nurse Manager, VCS and GOS
Clinical Nurse Specialist	CNS, ARRT (GOS)	Change in reporting line	Nurse Manager, VCS and GOS
Registered Nurse	Registered Nurse, ARRT (GOS)	Change in reporting line	Nurse Manager, VCS and GOS

5.5

Care in the Community (New Directorate)

5.5.1 Care in the Community

Proposed Structure (Overview)



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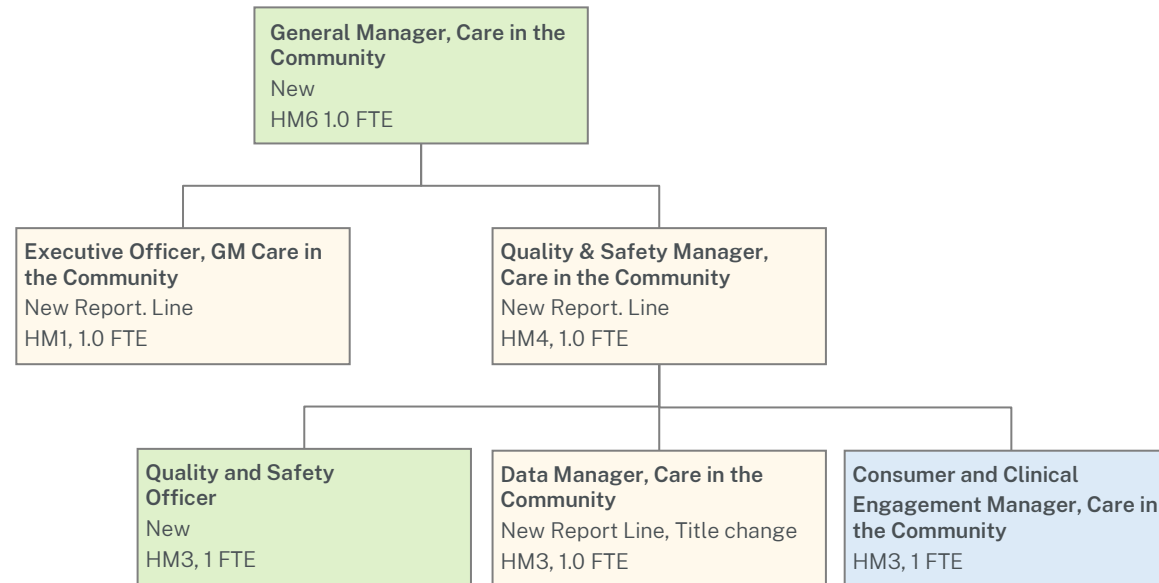
- Notes:**
- Allied Health positions have a proposed dotted reporting line to the Allied Health Manager, Care in the Community.
 - Nursing positions have a proposed dotted reporting line to the Director of Nursing, Care in the Community.
 - Executive Officer, CYF & Allied Health Manager has a proposed shared reporting line with Manager, CYF and Allied Health Manager, Care at Home

Legend

- No change
- Reporting line or other change
- Deleted or regraded
- New

5.5.2 Executive supports

Proposed Structure

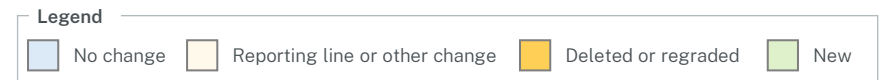


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Northern Sydney Local Health District

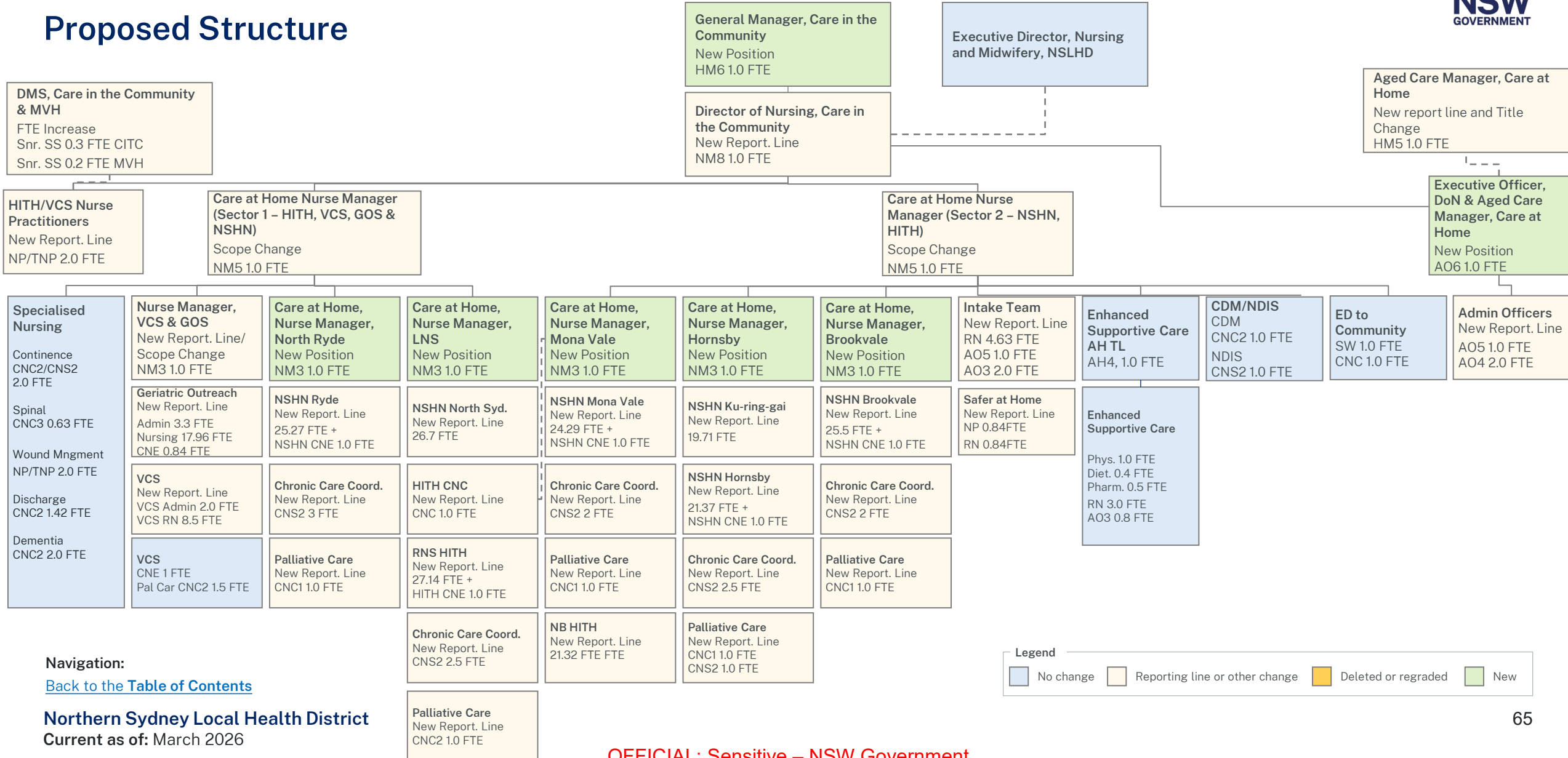
Current as of: March 2026





5.5.3 Care at Home, Nursing

Proposed Structure



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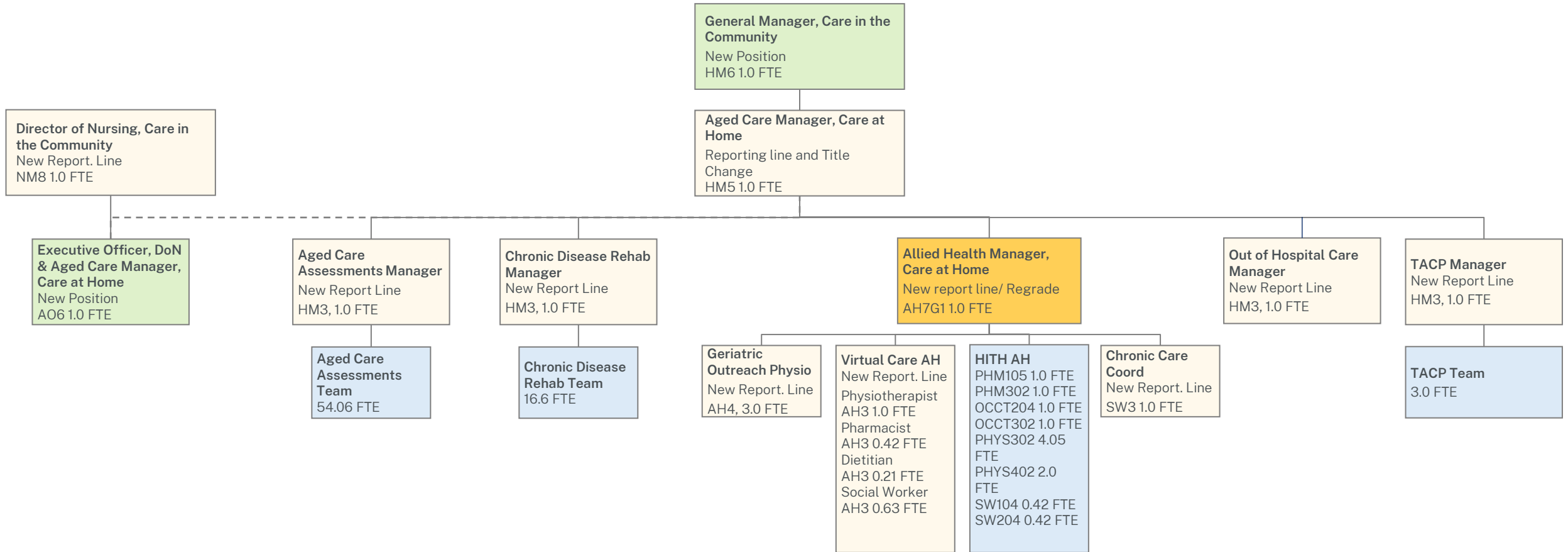
Northern Sydney Local Health District
 Current as of: March 2026

Legend

- No change
- Reporting line or other change
- Deleted or regraded
- New

5.5.4 Care at Home, Aged Care

Proposed Structure



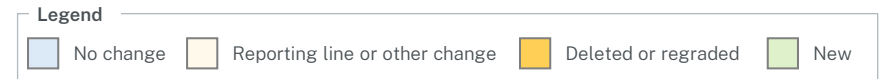
Navigation:

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Allied Health positions have a proposed dotted reporting line to the Manager, Allied Health, Care in the Community
Nursing positions have a proposed dotted reporting line to the Director of Nursing, Care in the Community

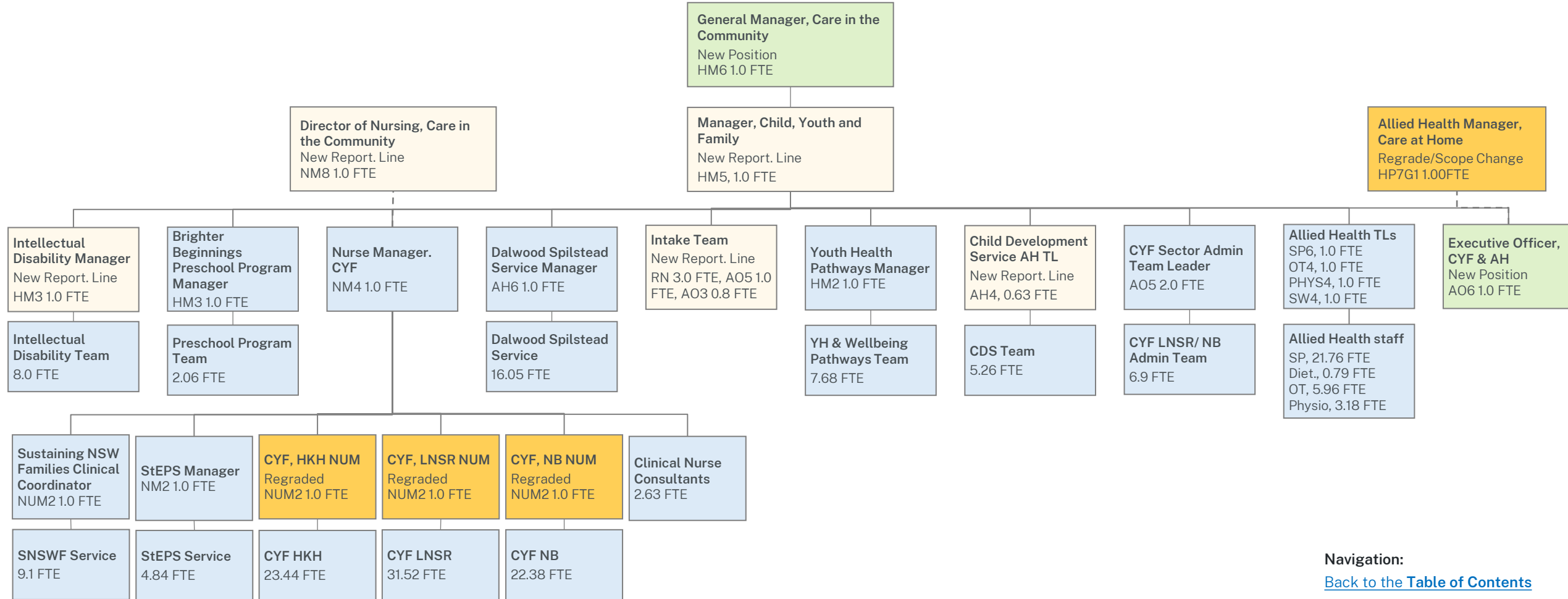
Northern Sydney Local Health District

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5.5.5 Child, Youth & Family

Proposed Structure



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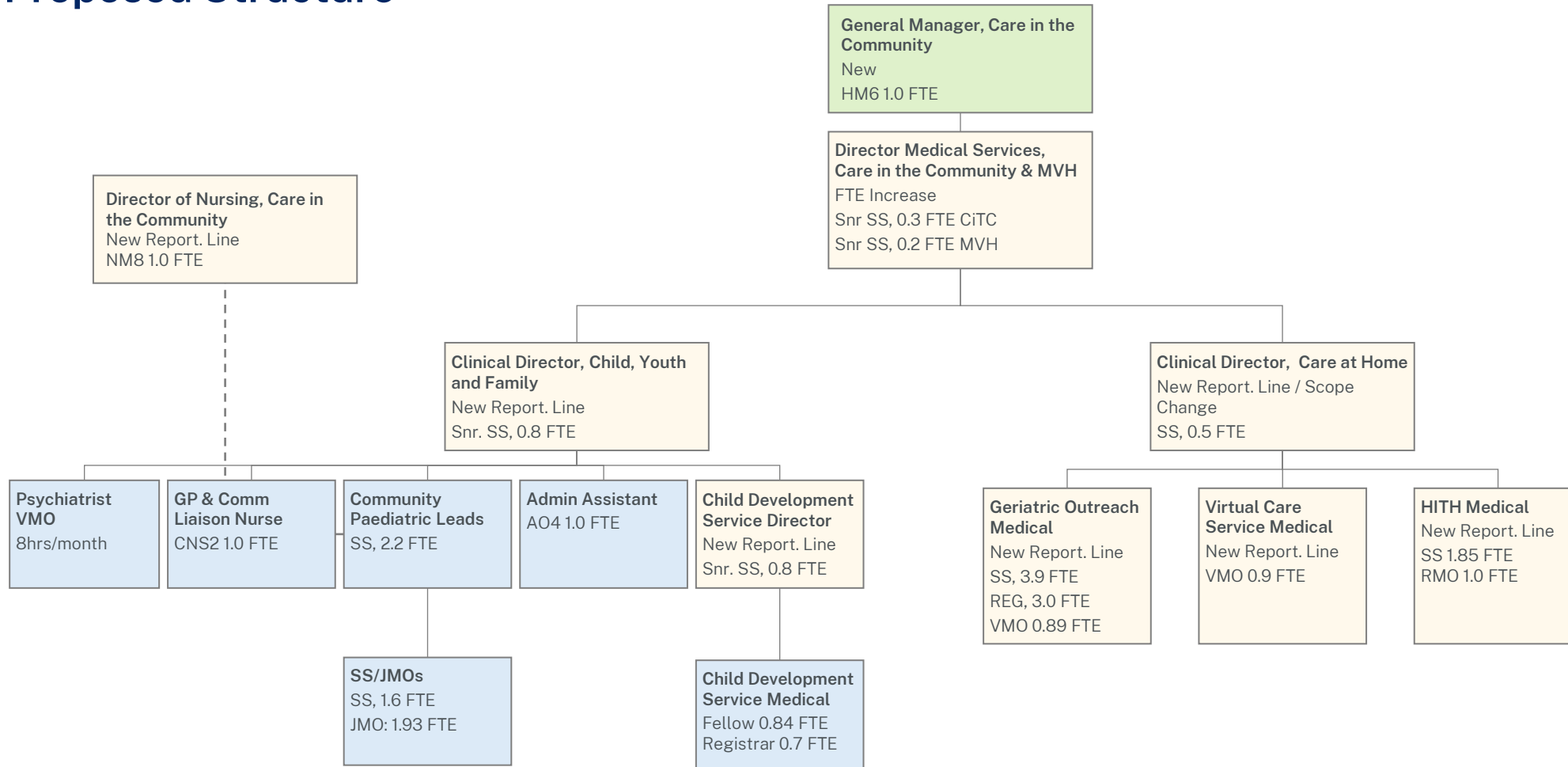
Legend

- No change
- Reporting line or other change
- Deleted or regraded
- New

Allied Health positions have a proposed dotted reporting line to the Manager, Allied Health, Care in the Community
 Nursing positions have a proposed dotted reporting line to the Director of Nursing, Care in the Community

5.5.6 Medical Services

Proposed Structure



Navigation:
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Legend

- No change
- Reporting line or other change
- Deleted or regraded
- New

6. Consultation Plan & Timeframe

Consultation Plan

Consultation will occur with impacted employees and with the Health Services Union (HSU), NSW Nurses and Midwives' Association and Australian Salaried Medical Officers Federation (ASMOF), in accordance with NSW Health PD2012_021 Managing Excess Staff of the NSW Health Service and PD2013_042 Restructuring Policy and Procedures - NSW Ministry of Health on release of the Consultation Pack.

Management will have individual discussions with all position holders and departments who are directly impacted by the proposal prior to the consultation period opening.

Following the outcome of the consultations, recruitment into the final structure including a General Manager will be completed via a meritorious process.

Support will be provided to impacted staff throughout the process, including through the Employee Assistance Program (see next page for details).

Timeframe

The consultation and subsequent next steps have been summarised below.

Stage	Timeframe
Consultation Commences	Week Commencing 23 March 2026
Consultation Concludes	4 weeks after Consultation Commences
Employee communication of outcome	4 weeks after Consultation Concludes
Referral to Workforce Mobility Program (WMP)	2 weeks after employee communication of outcome
End of Workforce Mobility Program (WMP)	8-weeks after commencement
Employee communication of outcome	Approximately two weeks following 8-week WMP
Realignment Implementation	8-12 weeks after Consultation Concludes

8. Employee Assistance Program

Employee Assistance Program provided by PeopleSense

Employees are reminded of the availability of the general external Employee Assistance Program (EAP) for assistance, counselling and support.

You can call the customer service team on 1300 307 912, or book online at www.peoplesense.au/YKZ-DU9.

Note: To book online you will first spend about two minutes setting up a client profile. This streamlines future bookings and allows you to access the live appointments calendar. At any point during the online booking process, you have the option of calling the customer service number for booking assistance.

Employees who are directly impacted by this change will have access to onsite support from PeopleSense and will be provided with an online booking process.

8. How to give feedback

Comments or feedback on the proposal can be submitted in writing to the Director Primary and Community Health by **5:00pm on 23 April 2026**

Feedback can be provided through:

- Directly via NSLHD-PACH-Restructure@health.nsw.gov.au
- Staff can also share feedback with their unions who will relay the information as part of their engagement.

Questions raised and responses will be regularly added to the Frequently Asked Questions (FAQs) as appropriate.