

Gerard Hayes
Secretary
Health Services Union
Level 2, 109 Pitt St
Sydney NSW 2000

Attn: Brendan Roberts

Delivered via gensec@nswnma.asn.au, brendan.roberts@hsu.asn.au

Re: Proposed realignment of the Psychiatric Emergency Care Centre's management and governance, Hornsby Ku-ring-gai Mental Health Services.

Dear Mr Hayes,

I write to advise of a proposed realignment of the Nurse Unit Manager (NUM) position within the Psychiatric Emergency Care Centre (PECC) at Hornsby Ku-ring-gai Mental Services (HKMHS).

The purpose of this letter is also to advise of the formal commencement of a two-week consultation period with all stakeholders, staff and Industrial Associations. This is in line with Restructuring in Northern Sydney Local Health District PR2014_016 procedure **(TAB A)**.

Background and context

Hornsby Ku-ring-gai Mental Health Service (HKMHS) currently services four streams of inpatient care units which comprise of a Psychiatric Emergency Care Centre (PECC), Adult Mental Health Unit (AMHU), Youth Mental Health Unit (CYMHS), and Mental Health Intensive Care Unit (MHICU).

The increasing needs of the local population has resulted in the necessity to review local managerial and governance structures within HKMHS to support the safe and effective delivery. Services changes occurred in 2023 with a rise from 4 bed PECC to a 6 bed PECC and the addition of 3.6 FTE ED Mental Health (MH) Clinical Nurse Consultant (CNC) to deliver mental health assessment and treatment 24-hour care in the HKH ED. PECC is currently managed under a Nurse Unit Manager Level 1 which has managed the functionality of the PECC work stream There is an opportunity for an enhancement in ability of the NUM position and for it to manage and govern additional structures to a higher level and bridge a current gap in service delivery.

Proposed Changes

It is proposed for a restructure to align the Mental Health Services who work in the Emergency Department and in-reach into HKH under a single line manager with the creation of a Nurse Unit Manager Level 3. This proposal aims for clear line management and oversight of the PECC service and allowing for more streamlined management of the operations of the ED CNC and Consult Liaison (CL) services. This structure will establish transparent governance processes and provide a resolute

Northern Sydney Local Health District is located on the traditional lands of the Eora Nation

Nurse Unit Manager who is able to be focused on quality of care, leadership, rostering, and workforce matters.

Benefits to the department and stakeholders will include:

- Linking together the three key frontline services of PECC, ED CNC and CL within one governance and reporting structure will enable enhanced and improved operational, strategic and information governance within HKMHS. The proposed NUM 3 position will report to the Inpatient Service Manager, and in turn enable the Inpatient Service Manager to facilitate improved holistic care models for patients and collaboration between all services for higher quality care.
- Improved medical and mental health care pathways from HKH Emergency Department and Community care.
- Contemporary, more structured reporting lines within an administrative leadership and functionality framework to better inform service delivery and achievement of NSLHD and MHDA key performance indicators.
- Alignment of the Key performance indicators and Health Access Targets (HATS) to ensure improvements and achievements within the reporting requirements for the Ministry of Health.
- Opportunity to recruit an incumbent in-line with the skills and needs of the service

See **TAB B** for proposed Organisational Chart.

Impact on Employees

With this proposed change, the following will occur:

- The existing NUM 1 position is proposed to be regraded to a NUM 3 with this requiring to be recruited against. This action may result in the incumbent becoming an ‘affected employee’ in terms of the policy.
- Employees currently in roles within the Consultation Liaison (CL) and MH ED CNC Services will experience a change in their line management, reporting to the NUM3 instead of the Inpatient Service Manager.

Table	1	Impacted	Staff	FTE
HKMHS Service				FTE
ED CNC				4.57
CLS				2.34
PECC				20.59
Total FTE				27.5

Consultation and Next Steps

I invite you, and the HSU, to provide any feedback, comments, questions or concerns on this proposal. Please forward any feedback to [Michele Manktelow@health.nsw.gov.au](mailto:Michele.Manktelow@health.nsw.gov.au) by **23 January 2026**.

Staff within the teams have been advised of the proposed changes. Information sessions have also been organised for their teams over the next two weeks, and staff are invited to a town hall style meeting to discuss any questions or feedback.

Further, in accordance with the NSW Health Policy Directive Industrial Consultative Arrangements (PD2024_001) I extend the opportunity for a Union Specific Consultative Committee (USCC) meeting to discuss the proposal in detail (if requested or deemed required).

I wish to advise that if you do not provide feedback on the proposal or request a USCC within three weeks from the date of this letter it will be deemed that the NSWNMA has no concerns with the proposal, and I will progress to implementing the realignment accordingly.

Thank you for your support in advance. Should you have any questions, you may contact the Inpatient Services Manager via email at [Michele Manktelow@health.nsw.gov.au](mailto:Michele.Manktelow@health.nsw.gov.au); alternatively you may contact Ms Rohana Nagarajah, Human Resources Business Partner, MHDA and PaCH on 02 8877-4490, or via email at Rohana.Nagarajah@health.nsw.gov.au.

Yours sincerely



Jeanine Smith
Acting Service Director
Mental Health Services
Hornsby Ku-ring-gai Hospital

9 January 2026

CC: Rohana Nagarajah HR Business Partner, Mental Health Drug and Alcohol and Primary and Community Health

Encl.
TAB A Restructuring in Northern Sydney Local Health District
TAB B The 'Restructure - Consultation Proposal
TAB C Proposed Position Description - NUM 3