



**Health**  
Sydney  
Local Health District

Dr Tom Karplus  
Secretary  
ASMOF (NSW)

**Attention:** Mr Damien Lee

**By Email:** [REDACTED]

Dear Mr Lee

**Re: Medical Management of Staff Specialists at the Concord Repatriation General Hospital Emergency Department**

I refer to your email dated 11 May 2021 regarding concerns within the Concord Repatriation General Hospital (CRGH) Emergency Department (ED).

Adopting the order of the workplace matters you have raised, I respond as follows:

**The Director of Emergency Medicine Training (DEMT) role**

As you would recall, on 5 May 2021, a meeting was held with yourself, Dr Nicole Phillips, Director of Medical Services, Dr Elizabeth Giugni, Staff Specialist, Co-Director of Emergency Medicine Training, Dr Belinda Hokin, Staff Specialist, Co-Director of Emergency Medicine Training, and I where we discussed that there was no intention for vacating the DEMT positions.

In terms of process, CRGH has a robust practice in undertaking Expressions of Interests (EOIs) in line with NSW Health recruitment principles which we expect to use for all non-clinical portfolios in ED. This will ensure appropriate succession planning and pathways and career progression for all our junior consultants as well as giving more senior members of the department an opportunity to refresh their non-clinical portfolios. In reference to your email about halting proposed vacations and related Expression of Interests (EOIs), I refer to Dr Phillips comments at our meeting which emphasised the referred EOIs regarding the non-clinical positions were not proceeding at the time.

CRGH is committed in providing high quality training in Emergency Medicine for accredited trainees, and all junior doctors who work in the department. In order to continue to maintain high standards and address the needs of all trainees (accredited and unaccredited) we anticipated to increase our coverage of DEMT presence across the week and to offer more regular teaching sessions.

Regarding the appointment and tenure of the DEMT, please be assured that if CRGH were to increase our number of DEMTs our intention would be to identify Fellows of the Australasian College for Emergency Medicine with the appropriate skills and attributes to be supported for nomination with the College. In relation to non-clinical portfolios, I confirm that CRGH will be undertaking an EOI process which will be sent to all clinical staff to ensure equity and fairness, and confirm there is no intention to externally advertise for a DEMT. Terms and conditions of employment will be consistent with the Award and NSW Health policies.

**ECI Review**

As you are aware, ECI Partners (ECI) were engaged by the SLHD to meet with relevant staff members including medical and nursing teams in ED CRGH to understand and identify ways to improve workplace

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culture within the department. The ECI work was performed over a three (3) stage process during the period from July 2020 to April 2021. Please see attached confidential ECI report outlining observations and recommendations made to date with the next steps potentially underway. (**Attachment 1**).

#### **Genuine consultation**

In terms of organisational consultation, and noting your email reminder regarding genuine consultation, the process undertaken to date has involved extensive consultation with relevant staff members and key stakeholders pertinent to these matters. Between periods of July 2020 to April 2021, ECI held numerous individual one on one meetings, group discussions, workshops and facilitated discussions with stakeholders including nursing and medical disciplines which equated to approximately forty (40) staff.

Further to this above, I would like to inform you of the following actions CRGH will take to support and enhance the workplace culture and performance in Concord ED:

- a) CRGH has progressed to recruit a 1.0 FTE Deputy Director of Emergency Medicine (DDEM)
- b) To enhance Staff Specialist workload, CRGH is currently recruiting 2.75 FTE Staff Specialist Emergency Medicine (which includes up to 1.0 FTE DDEM).
- c) Following this recruitment process, open for expressions of interest process will be followed for non-clinical portfolios.
- d) We will recirculate the attached CRGH Emergency Department Strategic Services Plan (2020 to 2023) and the CRGH Values Charter to our CRGH ED staff.

We welcome the opportunity to meet with you to discuss these matters if you wish to do so.

Yours sincerely



Kiel Harvey  
Acting General Manager

Date: 11/6/21.