eHealth NSW

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HD24/35950

Change Management Plan for changes to roles within the Capability Practice, Program Delivery, eHealth NSW

eHealth NSW

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1. Background and reasons for the organisational change

The Program Delivery Directorate, eHealth NSW (eHNSW), was established in 2014 to successfully deliver a significant pipeline of ICT capital programs worth over $1.6B including key core clinical, integrated care and infrastructure programs all of which were the foundations of the Digital Health Strategy for NSW Health.

The current fiscal environment, the reduction in capital funding and finalisation of many of these large ICT programs, in conjunction with, the establishment of the Single Digital Patient Record Implementation Authority (SDPRIA) has led to a need to realign to new business needs.

Key drivers for change:

- The overall government fiscal environment, reduced ICT capital funding and the closure of a significant number of programs
- Within Program Delivery, the establishment of SDPRIA and realignment of the Data & Analytics portfolio in January 2024 has led to reduction in portfolios and programs.

At the change in government in March 2023, the NSW Government ('the government') inherited a gross debt of $188.2 billion projected for June 2026. As a result, in June 2023, the government announced a Comprehensive Expenditure Review ('CER') to keep expenses in line with revenue.

The CER has identified significant budget improvement and reprioritisation measures over the five years to 2026-27, including:

- Reducing labour hire expenditure

- Reducing spending on consultants

- Cutting spending on advertising

- Reducing travel costs across government

- Reducing legal expenses

- Reducing the number of senior executives across the public sector

- Freezing levels of pay for Members of Parliament and public sector senior executives

- A range of agency operational, procurement and corporate efficiencies

- Reprioritisation of unallocated funds from grant programs

As such, the eHealth NSW Executive Management Team (EMT) are focusing on financial sustainability to ensure the organisation can meet its budget responsibilities over the long term as well as deliver immediate savings for the NSW Health system since June 2024.

2. Approval plan and process

This Change Management Plan will assist in formally consulting with staff regarding the proposed change within Program Delivery, eHealth NSW. In accordance with the *eHealth NSW Delegations Manual,* approval for this change sits with the Chief Executive Officer, eHealth NSW.

In line with current guidance, the Ministry of Health (MoH) has also been advised of the proposal as there is potential for eight (8) permanent full time staff members to be declared affected, and subsequently excess, should the proposal be approved noting these employees will be subject to the proposed whole of government mobility provisions launched 8 Jan 2024.

3.   Employee Communication Strategy

The following employees will be instrumental in providing communications and support to affected staff in their teams during the period of organisational change:

- Executive Director, Program Delivery

- HR Business Partner

Following approval to consult on the proposed change:

- Individual briefing sessions will be held to advise staff and provide them with information as well as answer questions. Any additional individual meetings to be arranged by request.

- Written communications will be shared with staff via email.

- Staff who are away on forms of leave/secondments during the consultation period will be contacted individually and offered to attend a meeting if practical to do so. Information and updates will be sent to their NSW Health email address, unless alternative arrangements are made by individual agreement.

- Managers will actively consult with employees early in the process, before finalising a change proposal.

- Principles of merit, equal opportunity, transparency, and fairness will apply in developing and implementing the restructure.

- Managers will be flexible and receptive to suggestions, wherever possible and respect the confidentiality of information that employees provide regarding their personal employment circumstances.

- Managers, employees, and their representative organisations will work cooperatively to minimise disruption to individuals and the work of the area affected, as much as possible.

- Information about the proposed changes will be provided to the Health Services Union (HSU) in writing.

4. Management of psychosocial hazards and risks

SafeWork NSW has developed a *Code of Practice for Managing Psychosocial Hazards at Work.* This Code of Practice, approved under section 274 of the *Work Health and Safety Act 2011* on 1 April 2023. Psychosocial hazards refer to potential sources of stress and other psychological factors that may impact employees at work. In addition to this, a series of training sessions related to the *Work Health and Safety Amendment Regulation 2022* is available to all management staff.

In conjunction with the realignment process, compliance with all policies and procedures is monitored by the HR Business Partner.

5. Support Services

As part of the change, affected Capability Practice, Program Delivery employees have and will continue to receive support through a variety of services, including support from their manager, HR Business Partner, and through the NSW Health Employee Assistance Program (EAP).

6. Consultation

The Program Delivery directorate within eHealth NSW operates a Capability Practice in which staff members holding similar role classifications report to a Capability Manager. While Capability Practice staff report to their designated Capability Manager, they work within teams outside the Capability Practice to provide support for various programs and projects.

Therefore, affected staff will be invited to attend one-to-one meetings where information will be shared by the Executive Director, Program Delivery, supported by the HR Business Partner. Information covered will include:

- Reasons for the change and how impacted positions may change
- Details of the proposal
- Summary of support services and how to access additional information
- Summary of consultation, how questions and feedback can be submitted
- Expected timeframes of consultation, approval and implementation

Additional one-to-one meetings with staff will be held if required, at the request of employees. Further, additional information will be shared with staff at the mid-point of consultation if required, highlighting commonly asked questions and themes arising during consultation.

At the end of consultation, information will be shared with impacted staff by the Executive Director, supported by the HR Business Partner. Key themes and questions arising from consultation will be summarised; and details on if / how the proposal has changed as part of the consultation process will be shared. Further, staff will be provided information on next steps including approval and any updates to expected implementation timeframes.

7. Workforce planning needs and impact on services and functions

The proposal is planned to be implemented by the end of December 2024. This allows for the approval to consult, consultation period and approval to implement.

Once consultation closes, formal processes to implement the proposal will take place. Employees will receive a letter confirming the changes.

There will be no changes to the business operations until the date of implementation.

8. Proposed voluntary redundancy program

Any affected employees will be managed in accordance with the *Managing Excess Staff of the NSW Health Service PD2012_*021.

Where impacted staff are entitled to and wish to consider a Voluntary Redundancy (VR), an assessment of the anticipated value will be provided.

9. Management of excess employees

It is expected that eight (8) permanent employees will be declared *affected* as a result of the Capability Practice, Program Delivery proposed change. Should any employees be declared excess, support will be offered and management will be in accordance with the *Managing Excess Staff of the NSW Health Service Policy PD2012_021.*

Affected/excess employees will receive a letter notifying them of their status and options. These employees will have access to suitable matched roles and have priority assessment for positions that appear on the Mobility Candidate Report issued by the Public Service Commission in accordance with Section 6.3 of the *Case Management and Redeployment Guidelines.*

Declared Excess Employees remain the responsibility of their former Division for meeting salary and training costs, allocating temporary work, and identifying redeployment opportunities during the retention period.

Where there is any departure from the above procedures, the Head of HR will review the matter and take further action if appropriate.

10. Management of Temporary Employees

Due to program and project closures, it is anticipated that the employment contracts of two (2) exempt employees will be terminated prior to their end dates.

11. Proposed timeline for implementation

Action	Approximate Timeline
Chief Executive's approval	Day 0
Formal consultation period commences • Individual meeting with employee(s) impacted by the deletion of roles – staff will be placed on the Premier's Department Workforce Mobility Placement Program for 8 Weeks • Notification provided to NSW Health Services Union	Day 7
Consultation period closes	Day 21
Approval brief to implement to the Chief Executive	Day 28
Staff advised of approval	Day 35
Letters issued to staff	Day 35 – 42
Updates to be reflected in StafflLink	Day 42

Note: expected timing may be adjusted to allow maximum staff engagement in the consultation process.