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Change Management Plan for the proposed structure change of the **Office of the Chief Executive, eHealth NSW**

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1. Background and reasons for the organisational change

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.

The Office of the Chief Executive (OCE) directorate within eHealth NSW includes several corporate teams within their organisational structure. Collectively, these teams serve an important role in supporting eHealth NSW realise its vision of a digitally enabled and integrated health system, delivering patient-centred health experiences and quality health outcomes.

In light of the current fiscal environment, and finalisation of large ICT programs, several positions within the OCE will be deleted as they are no longer required.

2. Approval plan and process

This Change Management Plan, together with the accompanying brief (**HD24/38596**), will assist in formally consulting with staff regarding the proposed restructure of the Office of the Chief Executive, eHealth NSW. In accordance with the *eHealth NSW Delegations Manual*, approval for this change sits with the Chief Executive Officer, eHealth NSW.

Following the consultation period, a new brief submission for approval to implement the restructure will be progressed, reflecting any changes and themes identified during the consultation process.

In line with current guidance, the Ministry of Health (MoH) has also been advised of the proposal as there is the potential for 18 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:

- Acting Director, Office of the Chief Executive
- Acting Head of Communications
- HR Business Partners

Following approval to consult on the proposed change:

- Briefing sessions will be held to advise staff and provide them with information as well as answer questions. Individual meetings will be offered to permanent staff with any further individual meetings to be arranged with other staff by request.
- All materials, including the proposed structure will be shared via a Microsoft Teams Channel with the presentation and fact sheets.
- Updates will be cascaded down to staff during team meetings, as well as supported by periodic presentations and updates provided by OCE senior management, supported by the HR Business Partners.
- Staff who are away on forms of leave/secondments during the consultation period will be contacted individually and offered to attend the 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.
- Management will actively consult with employees early in the restructuring process, before finalising a restructuring proposal.
- Principles of merit, equal opportunity, transparency, and fairness will apply in developing and implementing the restructure.
- Management 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 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 transition and organisational change, Office of the Chief Executive 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

A number of staff briefing sessions will be held to promote staff engagement, ensure open communications channels and promote active questions and feedback from staff. Information will include:

Initial Consultation Session

- Information will be presented via a presentation style format by the A/ Director, OCE, and A/Head of Communications supported by the relevant HR Business Partner. Information covered will include:
 - Reasons for the change, what it seeks to achieve and how positions may change
 - Details of the proposal, including explanation of the proposed Organisation Chart
 - 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
- It will be reiterated that the change is in the proposal stage, the purpose of consultation is to hear from employees and engage in active conversations about their thoughts, questions and insights.
- Staff should also be able to express any concerns around any potential impacts to them should the proposal be approved. It should never be suggested or assumed that the proposal is final and cannot be changed as genuine consultation should be able to influence and change a proposal.

Mid-Way Consultation Session

- An additional information session will be held at, or just after the halfway point of the consultation period.
- This session will provide a short recap of the proposal.
- Staff will be provided a summary of the themes arising from feedback received, and responses will be shared with all employees, so all are provided with complete and consistent information.
- Staff will be provided an additional opportunity to raise feedback or questions with management and HR directly.

End of Consultation Session

- Will be held after consultation has closed
- Will summarise the themes arising from feedback
- Information on feedback and questions received throughout the consultation process will be provided
- Will detail if/how the proposal has changed as a part of the consultation process
- Will provide information on next steps including recommendations, approval and any updates to expected implementation timeframes

7. Workforce planning needs and impact on services and functions

The proposed restructure of Office of the Chief Executive is planned to be implemented by the end of December 2024. This allows for the approval to consult, consultation period, incorporation of relevant changes as a result of consultation, and approval to implement.

The Talent Acquisition Advisor, eHealth NSW will coordinate recruitment activities for the new positions in conjunction with the relevant hiring manager. Recruitment activities will not be actioned until the agreed implementation date.

Once the new structure is in place, formal processes to implement the new structure 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. Changes to the organisational structure

The current and proposed Office of the Chief Executive organisational structures are attached to support the brief (HD24/38596).

9. Proposed means for filling positions

The recruitment process will be based on a merit-based selection process through internal advertisement in accordance with the *Recruitment and Selection of Staff to the NSW Health Service PD2017_040*.

10. Proposed voluntary redundancy program

Any affected employees will be managed in accordance with the Managing Excess Staff of the NSW Health Service PD2012_021. Further, employees who are unsuccessful in recruitment processes will be managed in accordance with this policy.

Should any staff be declared excess, they may wish to consider a Voluntary Redundancy (VR), in which case an assessment of the anticipated value will be provided.

11. Impact of the restructure defined by Acts

The proposed restructure has no impact on the Equal Employment Opportunity groups as defined by the Anti-Discrimination Act 1977.

12. Impact of the restructure on staff with special needs

The proposed restructure has no impact on the Equal Employment Opportunity groups as defined by the Anti-Discrimination Act 1977. There will also be no impact to any staff with special needs.

13. Management of excess employees

It is expected that 18 permanent eHealth NSW employees will be declared *affected* as a result of the OCE restructure. 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 priority assessment for roles internal to eHealth NSW, as well as roles 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.

14. Management of Temporary Employees

Exempt employees will be eligible to apply for roles within the new structure as part of a merit-based recruitment process. Any exempt employees that are unsuccessful in securing a role within the new structure will be provided adequate notice of the cessation of their employment contract with eHealth NSW with reasonable notice.

15. Proposed timeline for implementation

Action	Approximate Timeline
Chief Executive's approval	Day 0
Formal consultation period commences <ul style="list-style-type: none"> Individual meeting with employee(s) impacted by a direct reporting line change Team meetings for all other staff Notification provided to NSW Health Services Union 	Day 3
Consultation period closes	Day 17

Approval brief to implement to the Chief Executive	Day 24
Staff advised of approval	Day 31
New organisation structures and positions created in StaffLink	Day 31 – 38
Impacted employees notified of their affected status	Day 38
HealthRoster, Fieldglass, OTL, Cost Centre, align to StaffLink, cost centre and relevant platforms	Day 38 – 44
New org structure implemented	Day 44
Positions ready to be appointed via recruitment activity	Day 44
Positions deleted from StaffLink	Day 44 - 51

Expected timing may be adjusted to allow maximum staff engagement in the consultation process.