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**Issue Date: 3 September 2024**

HD24-30271

# Change Management Plan for the proposed structure of the SDPR Implementation Authority 2024

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# 1. Background and reasons for the organisational change

On 2 May 2024 the creation of the Single Digital Patient Record Implementation Authority (SDPRIA) was announced. It was also announced that this would be led by Dr Teresa Anderson as Chief Executive. The establishment of the SDPRIA will ensure that the governance, financial management, workforce, and clinician engagement are aligned to support the expansive implementation and transformation of the health system. This collaborative approach will ensure that the SDPR is well aligned with the evolving needs of our health system.

Currently, staff assigned to the SDPR program are within several teams from across eHealth NSW with various reporting lines. It is recommended that the staff be assigned to the SDPRIA.

To enable this change, a revised organisation structure has been designed to reflect the newly established authority. The revised organisation structure provides clarity for reporting lines and details the cross organisation relationships including some matrix reporting. The impacts of the revised structure for the majority of staff employed to deliver the SDPR program is minimal with some minor changes to reporting lines. The revised structure recognises the complexity of the program and the close relationship with eHealth NSW as a key delivery partner.

## 2. Approval plan and process

This **SDPR Program** Change Management Plan, together with the accompanying brief (**HD24-30271**), will assist in formally consulting with staff regarding the proposed structure of the new Health Administration Corporation (HAC), the Single Digital Patient Record Implementation Authority (SDPRIA).

Following the consultation period, a new brief will be submitted for approval to implement the proposed change, reflecting any feedback and themes identified during the consultation process.

## 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:

- SDPR IA Chief Executive
- Director, SDPR

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 email 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 by the HR Business Partners to the team.

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.

Information about the proposed changes will be provided to the Health Services Union 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 transition and organisational change, impacted 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.

## 6. Consultation

### Initial Consultation Session

- Run by the SDPRIA CE and Director SDPR and supported by the relevant HR Business Partner.
- Information will be shared in a presentation-style format. Information to be covered will include:
  - Reasons for change, including links to relevant organisational strategic plans
  - What the change aims to achieve
  - What the actual change proposal is
  - Current and proposed organisation charts
  - High-level overviews of any new roles to be introduced
  - Expected timeframes for consultation, approval and implementation
  - How feedback and questions can be submitted
  - Where to find additional information – MS Teams, Sharepoint etc

- Summary of support services
- 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 true consultation should be able to influence and change a proposal.

#### **Mid-Way Consultation Session**

- Will be held at, or just after the halfway point of the consultation period.
- It will summarise the themes arising from feedback received
- Information will be provided on the types of questions that are being asked, and responses provided so all staff receive the same information from the business
- An additional opportunity to invite conversation and questions about the proposal between staff, management and HR will be provided.

#### **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
- Detail if/how the proposal has changed as a part of the consultation process will be provided
- Information on next steps including approval and any updates to expected implementation timeframes will be provided

## **7. Workforce planning needs and impact on services and functions**

The proposed structure of the SDPR IA Health Administration Corporation (HAC), is planned to be implemented by the end of September 2024. This allows for the approval to consult, consultation period, incorporation of relevant changes as a result of consultation, and approval to implement.

## **8. Changes to the organisational structure**

Current and proposed organisational structures have been provided within the accompanying brief.

## **9. Proposed means for filling positions**

The proposed means for filling positions is that all staff working on the SDPR Program will be assigned to the SDPRIA.

## **10. Proposed voluntary redundancy program**

No Voluntary Redundancies will be offered as part of this realignment.

## 11. Impact of the restructure defined by Acts

The new SDPRIA structure 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 new SDPRIA structure 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

There will be no impact to permanent staff members therefore no requirement to manage excess employees.

## 14. Management of Temporary Employees

There will be no impact to temporary employees, their employment conditions will remain unchanged.

## 15. Proposed timeline for implementation

Provide information on the proposed timing of key events and milestones throughout the life of the restructure. An example is below with suggested key actions, but this list is not exhaustive.

Action	Approximate Timeline
Chief Executive's approval	Day 0
Formal consultation period commences <ul style="list-style-type: none"> <li>Individual meeting with employee(s) impacted by a direct reporting line change</li> <li>Team meetings for all other staff</li> <li>Notification provided to NSW Health Services Union</li> </ul>	Day 7
Consultation period closes	Day 21
Approval brief to implement to the Chief Executive	Day 28
Staff advised of approval	Day 35
New organisation structures and positions created in StaffLink	Day 35 – 42

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Change of reporting line/business unit letters issued to staff	Day 42
HealthRoster, Fieldglass, OTL, Cost Centre, align to StaffLink, cost centre and relevant platforms	Day 42-48
New org structure implemented	Day 49
New positions ready to be appointed via recruitment activity	Day 49
Old positions deleted from StaffLink	Day 49-56

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