

# Digital Health and Information Directorate Realignment Consultation Guide

July 2024

## Purpose

This consultation document provides staff in Justice Health and Forensic Mental Health Network (Justice Health NSW) with information pertaining to the realignment of the Digital Health Directorate.

## Case for change

### *Preamble*

As Justice Health NSW implements the *Strategic Plan 2023-32 – Together for Healthier Tomorrows*, changes have been made to Justice Health NSW organisational structure to position the organisation to deliver these goals. Realignment of the Executive Leadership team in 2023 and their responsibilities saw the Health Intelligence and Analytics Unit (HIAU) and Information Communication and Technology (ICT) Unit transferred from Corporate Services Directorate, and Digital Transformation Unit from Clinical Operations Directorate to the newly established Digital Health Directorate.

### *Goal state*

Realignment of the Digital Health Directorate will consolidate and strengthen its teams, with clear accountabilities and a commitment to patients, services, clinicians, court-based diversion programs and researchers. The goal is a fit-for-purpose, expert unit that can deliver all the dependencies of the *Strategic Plan – Together for healthier tomorrows*.

1. **Service and support directorates** will have a single point of contact for system enhancements.
2. Deep and ongoing **clinical engagement** will underpin and drive digital service uplift and operation.
3. **Digital Health teams** will be supported to enhance their skillsets.
4. **Analyses, dashboards and reports** will be modern and intuitive for executives, managers and clinicians.
5. **Project and program governance** will be best practice, multi-disciplinary and care driven.
6. **Transfer of care** between Justice Health NSW, LHDs and community-based service providers will be securely supported and enhanced.
7. **Virtual care** will operate with clinical governance and focus on the safe expansion of patient access to care.
8. **Provision of subpoena and third-party medico legal document requests** will be more efficient.

The Directorate will:

- align salaries with Local Health Districts in NSW.
- maintain secure and available networks and applications, and a responsive service desk.

- apply subject matter expertise, diligence and probity in procurement and contract management.
- manage digital assets over their life cycle, and plan investment.
- provision, secure and monitor the device fleet.
- continually enhance and extend clinical and access intelligence provided to executives, and service managers.
- scope, govern and effect projects to uplift care safety, quality, connectedness or access where clinical application implementation or uplift are required.
- reduce unnecessary remand and time to bail through agile and secure response to record requests.
- support research through timely and secure provision of health data following ethical review and approval.
- operate a virtual care program that improves access and patient experience across all clinical streams in custodial and court settings.
- drive the JHFMHN Single Digital Patient Record program at Network and state level.

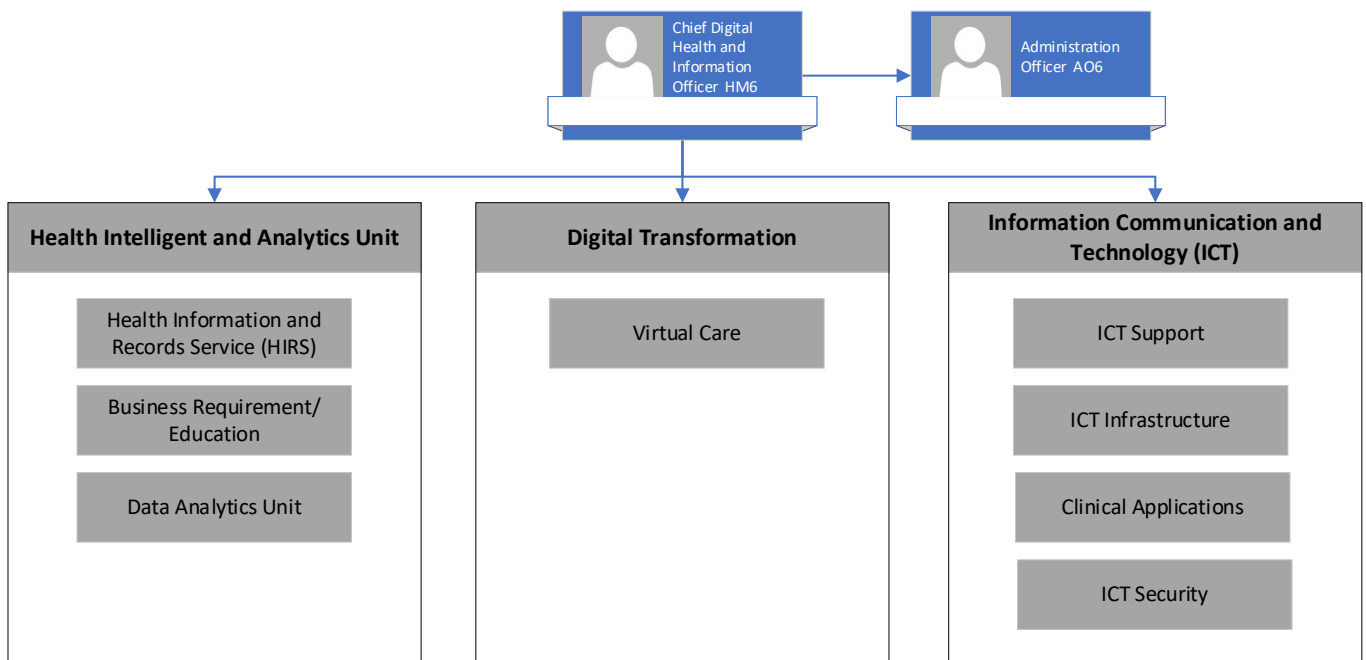
A nuanced, modest Realignment will bring pay parity with LHDs for specialised roles, and enable us to recruit to unfilled positions in the Digital Services and Solutions area. The Directorate can then drive an ongoing digital uplift to improve the safety, quality and accessibility of care, supported by streamlined and coordinated governance.

Successful healthcare transformations require robust application and infrastructure support and enhancement, responsive data analytics and intelligence capability, and enhanced clinical and project governance.

To this end, the Directorate has reviewed its current positions and structure, and proposes some adjustments. This Realignment will deliver on modern and accessible care, digital transformation and *Healthier Tomorrows* in Justice Health NSW. Some units and services will change name to better reflect their responsibilities. Some position titles, descriptions or reporting lines will change. It identifies new positions and aligns awards to the market, to ensure Justice Health NSW remains competitive in retaining and recruiting talents.

These changes will enable more effective decision making, fostering cross collaboration in all areas of Justice Health NSW. Most importantly, these changes ensure that realigned leadership and services enable for the *Strategic Plan 2023-32*.

## Current Structure Digital Health and Information Directorate

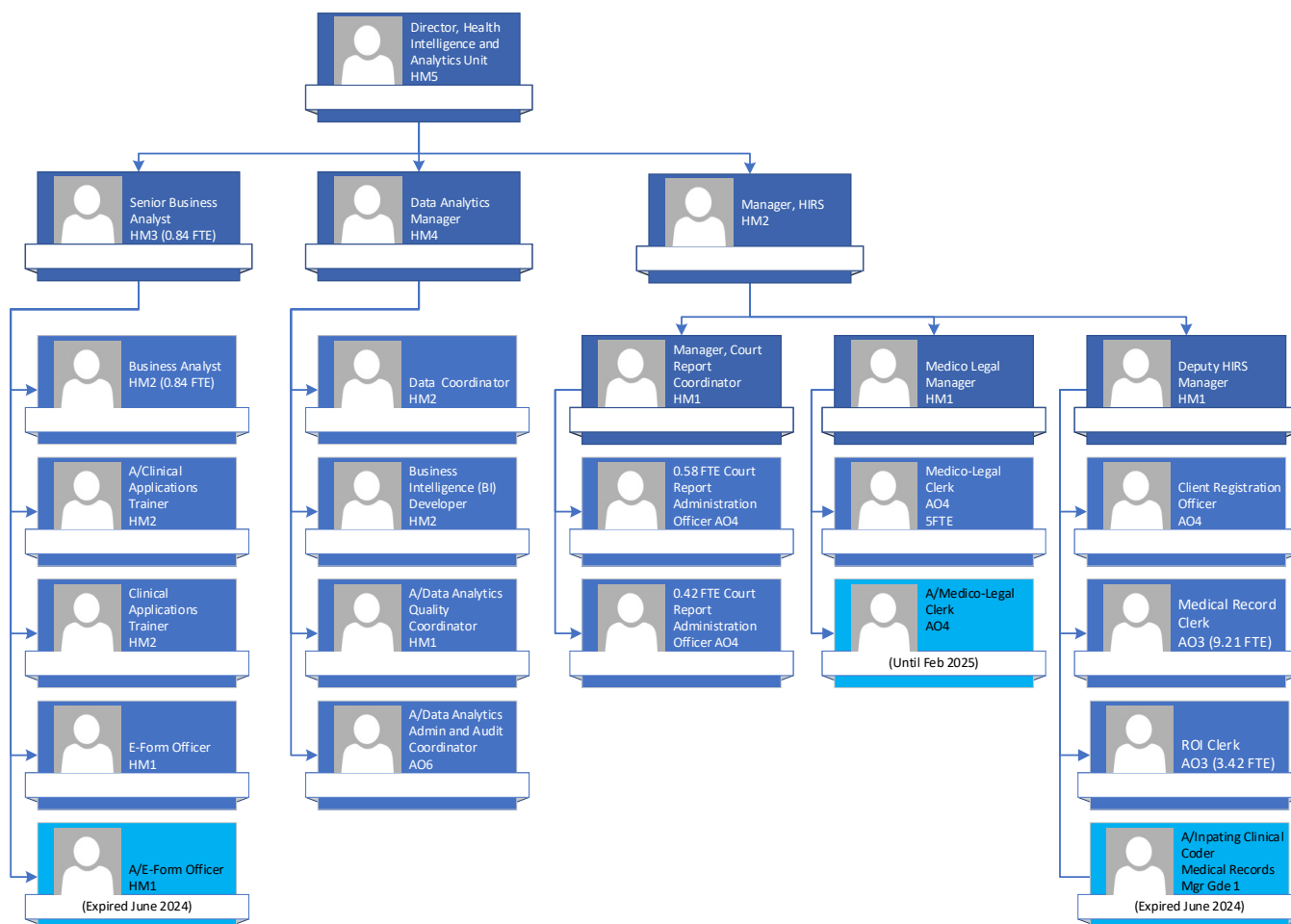


The current Digital Health and Information Directorate is staffed by committed, experienced subject matter experts.

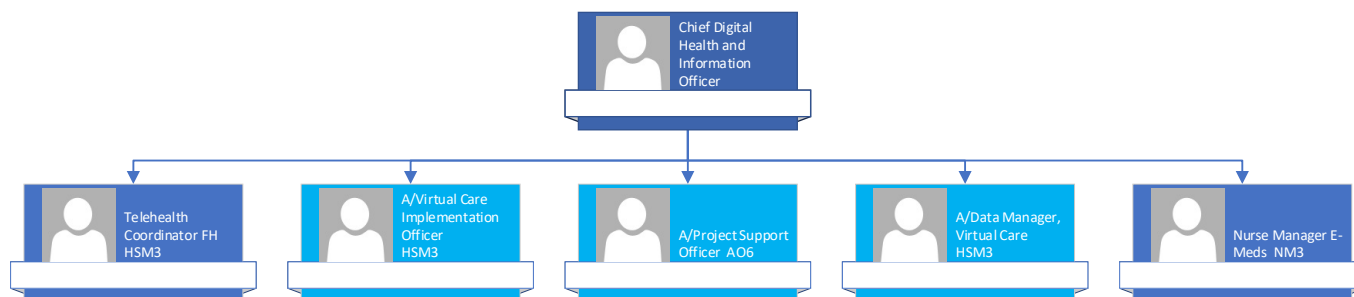
As the technical dimensions of record management, clinical applications, secure and resilient ICT infrastructure and services evolve, we seek to strengthen this structure to better place Justice Health NSW to realise its *Digital Health Strategy* and *Strategic Plan*.

# Current Digital Health Units

## 1. Health Intelligence and Analytics Unit (HIAU)

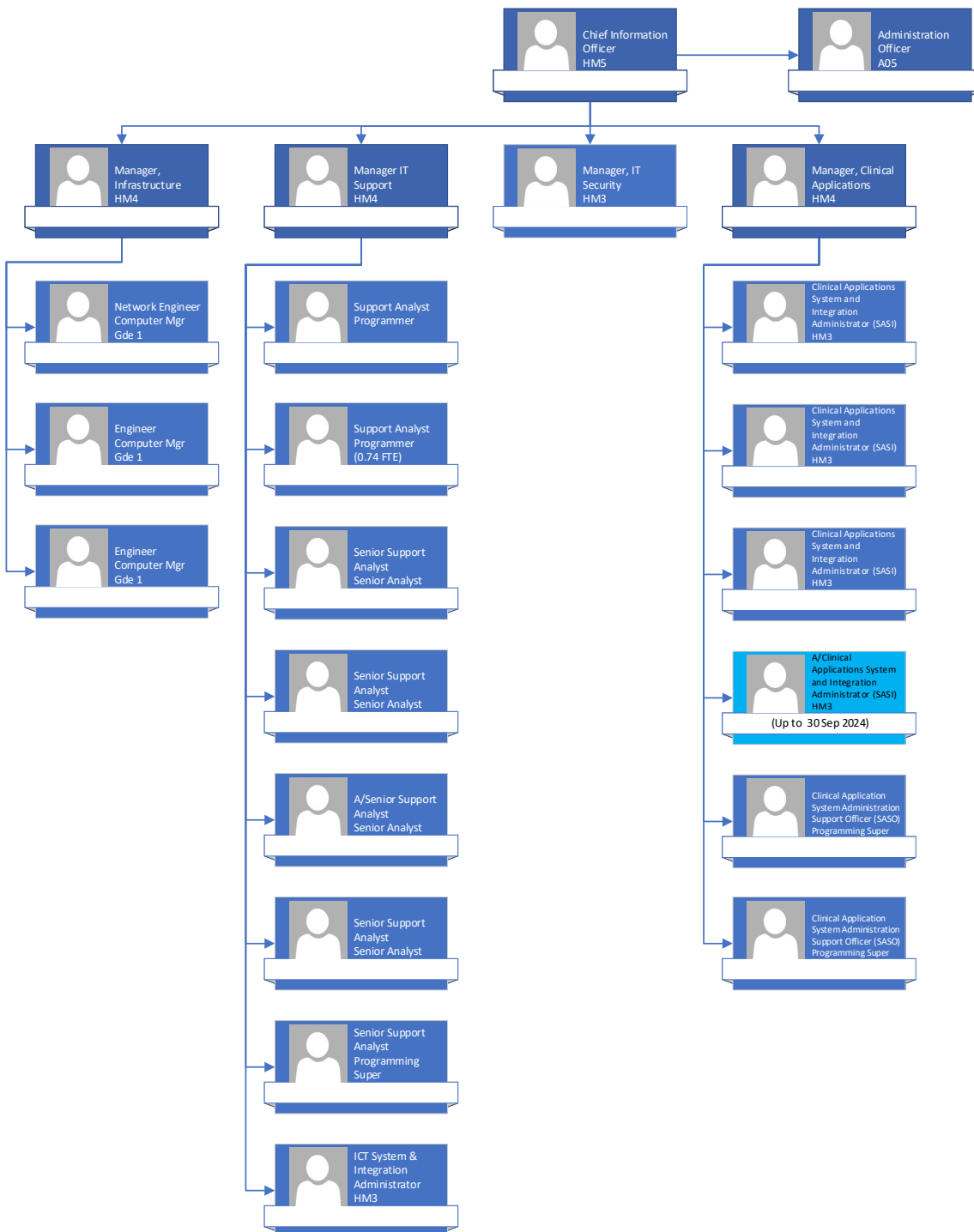


## 2. Virtual Care, E-Meds



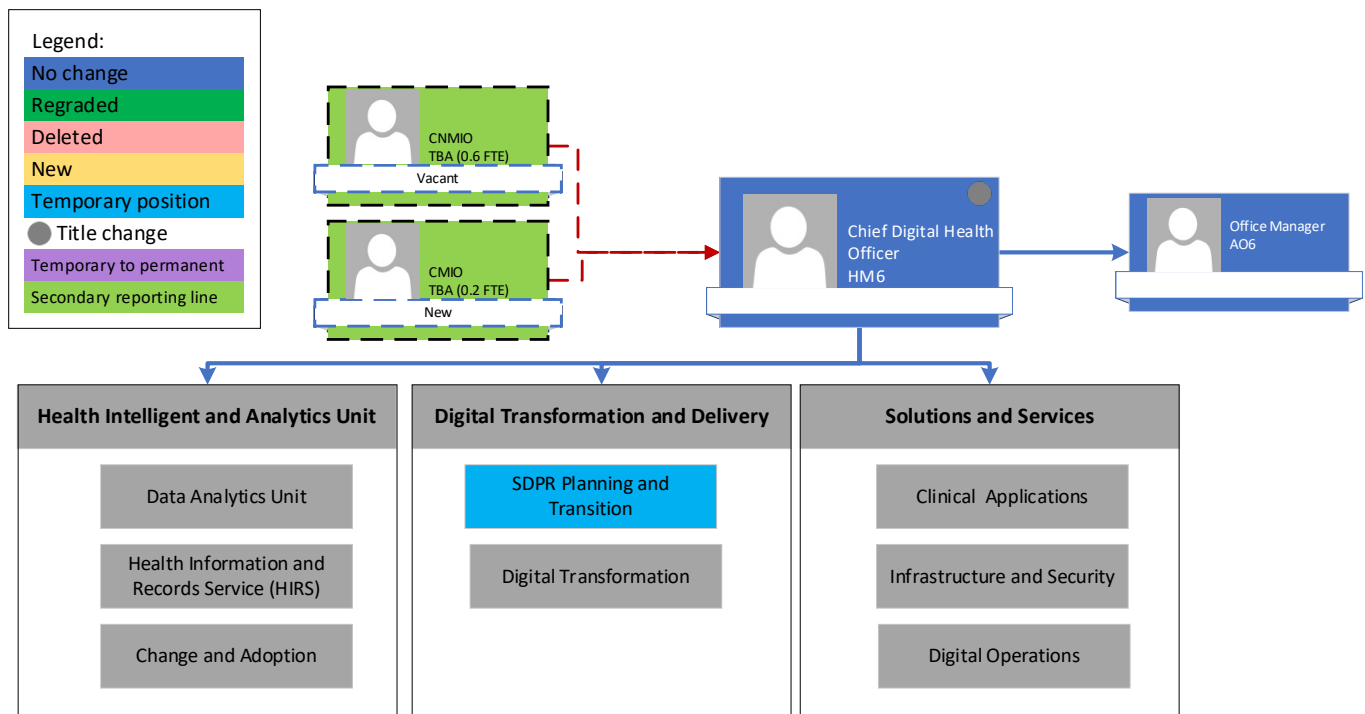
Note – light blue roles terminated 30 June 2024

### 3. Information Communication and Technology



Note – light blue roles will terminate

## Realigned Organisation Structure Digital Health Directorate



The name Digital Health Directorate aligns with current practice across the sector. Outside and after this Realignment, Justice Health NSW will seek to appoint clinical informatics leaders (CNMIO and CMIO<sup>1</sup>) to organisation-wide leadership roles to support the digitisation of care and planning and transition to the Single Digital Patient Record (SDPR)

Three units will deliver:

- ongoing **clinical and business engagement** across Justice Health NSW services and directorates, and advocacy for our patients and services across statewide digital projects and programs
- data and record management, **enhanced reporting** and self-serve dashboards that give service managers seamless visibility of service activity and access.

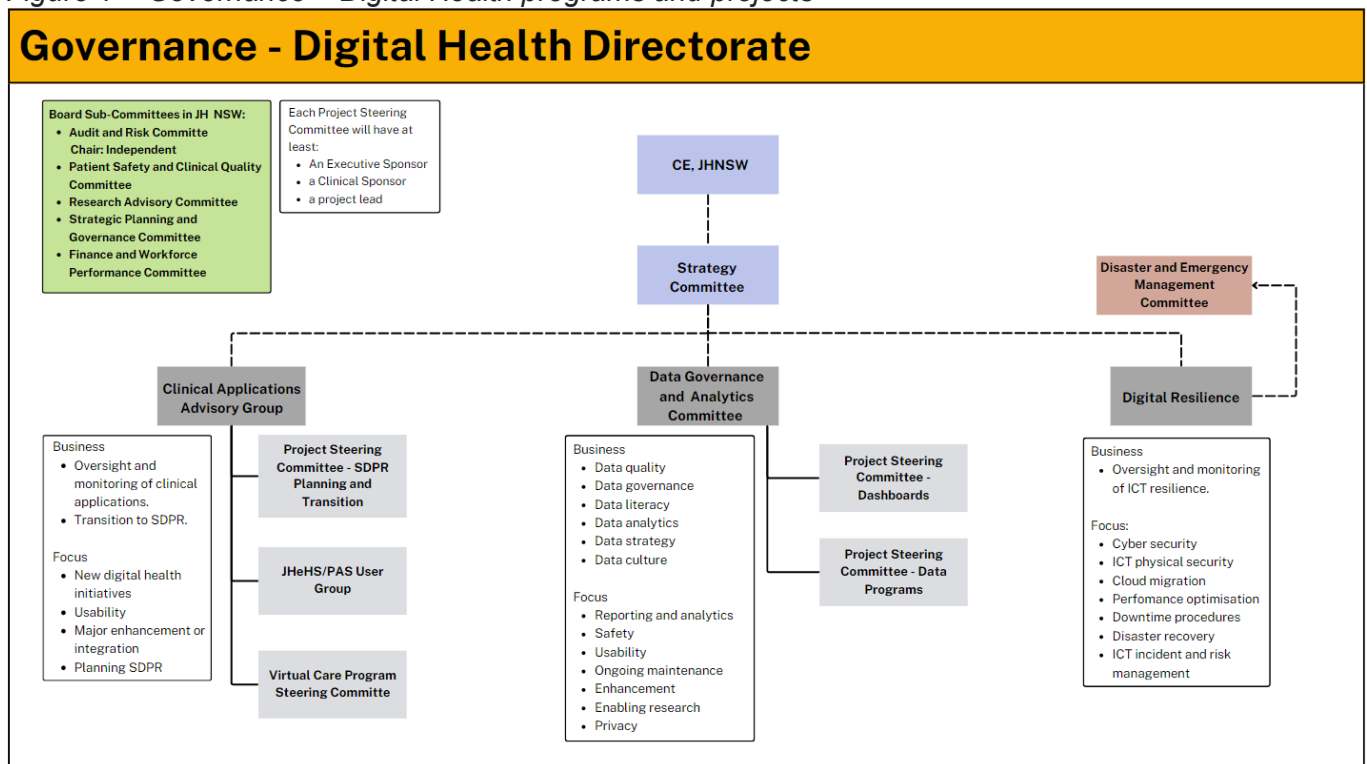
<sup>1</sup> Local Health Districts and the Children's Specialty Health Networks appoint CXIOs – Chief Medical/Nursing and Midwifery/Allied Health Informatics Officers

- **high availability operation of secure networks, devices and applications** in custodial centres and courts across NSW
- **digital transformation to lift care safety, quality and access** through transition to the NSW Single Digital Patient Record, safe delivery of the uplift of other clinical systems and models of care along with extension and enhancement of virtual care.

The Realignment will enable Justice Health NSW to realise its *Strategic Plan 2023-32 – Together for Healthier Tomorrows*.<sup>2</sup>

Over the last 9 months, governance of the Digital Health Directorate and its projects has been completely revised, as shown in Figure 1.

Figure 1 – Governance – Digital Health programs and projects



The three overarching workstreams – clinical applications; health information and reporting; and digital security, infrastructure and services – are governed through senior committees which meet quarterly.

<sup>2</sup> In the medium term, we are exploring the appointment of CMIO and CNMIO at whole-of-organisation level, in line with statewide practice, from within our existing staffing footprint.



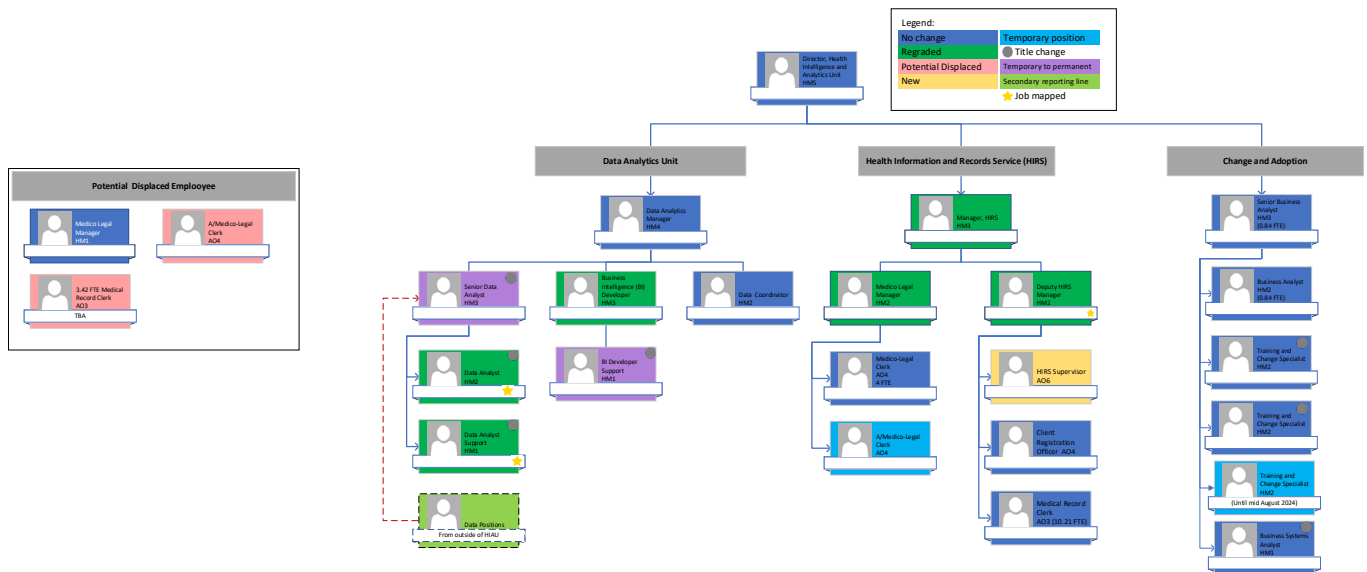
Priority programs, projects and applications are supported by smaller, more operational working groups. Examples of these include:

- the *Virtual Care Steering Committee*, which monitors safety and operations, and identifies cohorts where patient access can be improved.
- the *PAS/JHEHS User Group*, which assesses, scopes and implements changes to these critical applications.
- The *Enhanced Medicare number capture* project working group.

In addition, the *Single Digital Patient Record Planning and Transition* program is establishing a Steering Committee to be chaired by the Chief Executive, with a dedicated working group and several streams of work in development.

# Refreshed Digital Health Units

## 1. Health Intelligence and Analytics Unit



In the Realignment, the Health Intelligence and Analytics Unit (HIAU) will be able to focus on delivering specialised expertise and reinforcing governance in data products, business intelligence, and health information and records management.

The Court Report Coordinaton Unit (CRCU) will transfer to the Forensic Mental Health (FMH) Directorate as part of the FMH realignment. The unit will continue to be the central contact point for NSW Courts and other external agencies in relation to the coordination of all clinical reports (medical and psychiatric).

As Data Analytics has become essential to Justice Health NSW, the demand for analytics, automated reporting, education and support is increasing. The Data Analytics Unit (DAU) will position Justice Health NSW to capitalise on statewide data service offerings, uplift our business intelligence tools and promote a data culture.

The will help us attract and retain talent, achieving pay parity with Local Health Districts in NSW. It will strengthen our data analytics workforce, embedding a richer, deeper analytic skillset in those identified data positions. We will provide more comprehensive services to each Directorate through a business partner type offering.

In the Health Record and Information Services (HIRS), the proposed structure aims to boost efficiency and productivity and improving service delivery and customer experience, with the digital transition of the health records through:

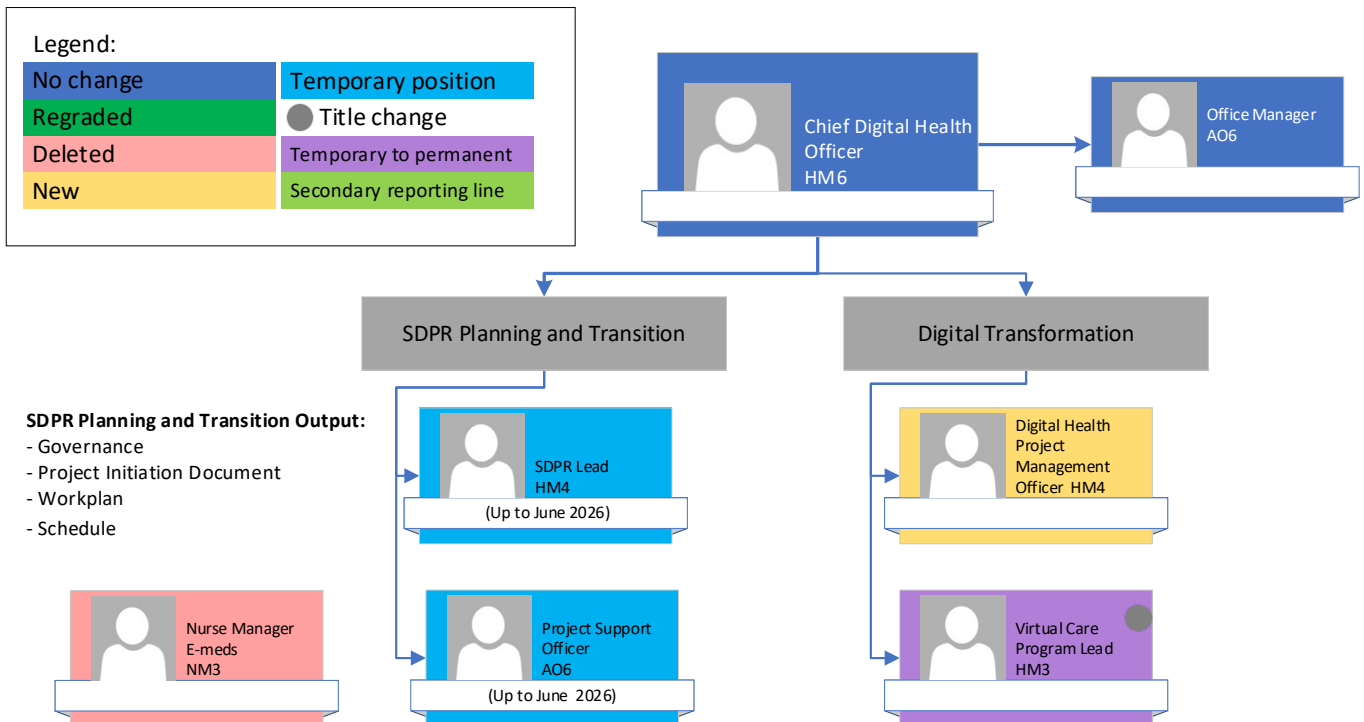
- reduced manual paper record handling and swifter, secure digital record extraction

- removing the risks associated with isolated workers out of hours.

The ongoing digitisation of health records provides both opportunities and challenges to HIRS. It shifts capability from traditional paper record management to a more adept navigation of digital environments. It also offers the potential to streamline the complexity associated with managing paper records and processing a significant volume of medicolegal and other requests for health records in a timely manner. As a result of digitisation, this proposal reduces the numbers of FTEs in the Medical Record team.

HIRS will also cease the after-hours services where there are isolated workers. Out of hours record retrieval and release of information needs to operate in line with the work health and safety review. Specific recommendations were made following a workplace incident. We will transition to an on-call service over the weekend. However, digitisation of records and access to the NSW HealthNet and the national My Health Record means – for some patients - weekend record requests are rare. Staff working in after hours shifts will be provided the opportunity to transition into a weekday shift. Furthermore, to create a safer working environment and streamline business processes, the medical record clerk position descriptions will be standardised to become generic, without change to capability requirement as the prior position description. This generic Medical Record position description will align with the generic Medico-legal position description already in existence.

## 2. Digital Transformation and Delivery Unit



The Digital Transformation and Delivery Unit will oversee the planning and transition to the Single Digital Patient Record (SDPR), virtual care operation and expansion, and training and change management, and project management for a number of digital health solutions and uplifts in Justice Health NSW.

SDPR is the largest clinical information systems project in Australia. It will consolidate clinical systems in NSW public health services. JHNSW is in Tranche A, going live in March 2026. A dedicated SDPR team within this structure will, with eHealth and Pathology NSW, plan and implement the SDPR in JHNSW. This team will operate for two years, to June 2026. After this, the project team will hand over to operations and BAU ('business as usual'). Operational roles will be identified and established.

The Project Management Office (PMO) will be responsible for project establishment, monitoring, assurance. It will ensure governance and reporting are in place, appropriate and adhere to best practice. It will enforce governance measures to uphold project safety and quality standards. The PMO will also oversee budget planning and management within the Digital Health Directorate. Assurance will be applied to all inflight projects.

The Digital Health Directorate works exclusively to support the provision of safe and effective care across Justice Health NSW. The PMO's Liaison and Partnership role will engage across the organisation to ensure digital projects and services are identified and provided; project governance committees are

supported and appropriately constituted. Similarly, the role will support the Directorate's participation in a range of statewide programs, governance groups and initiatives.

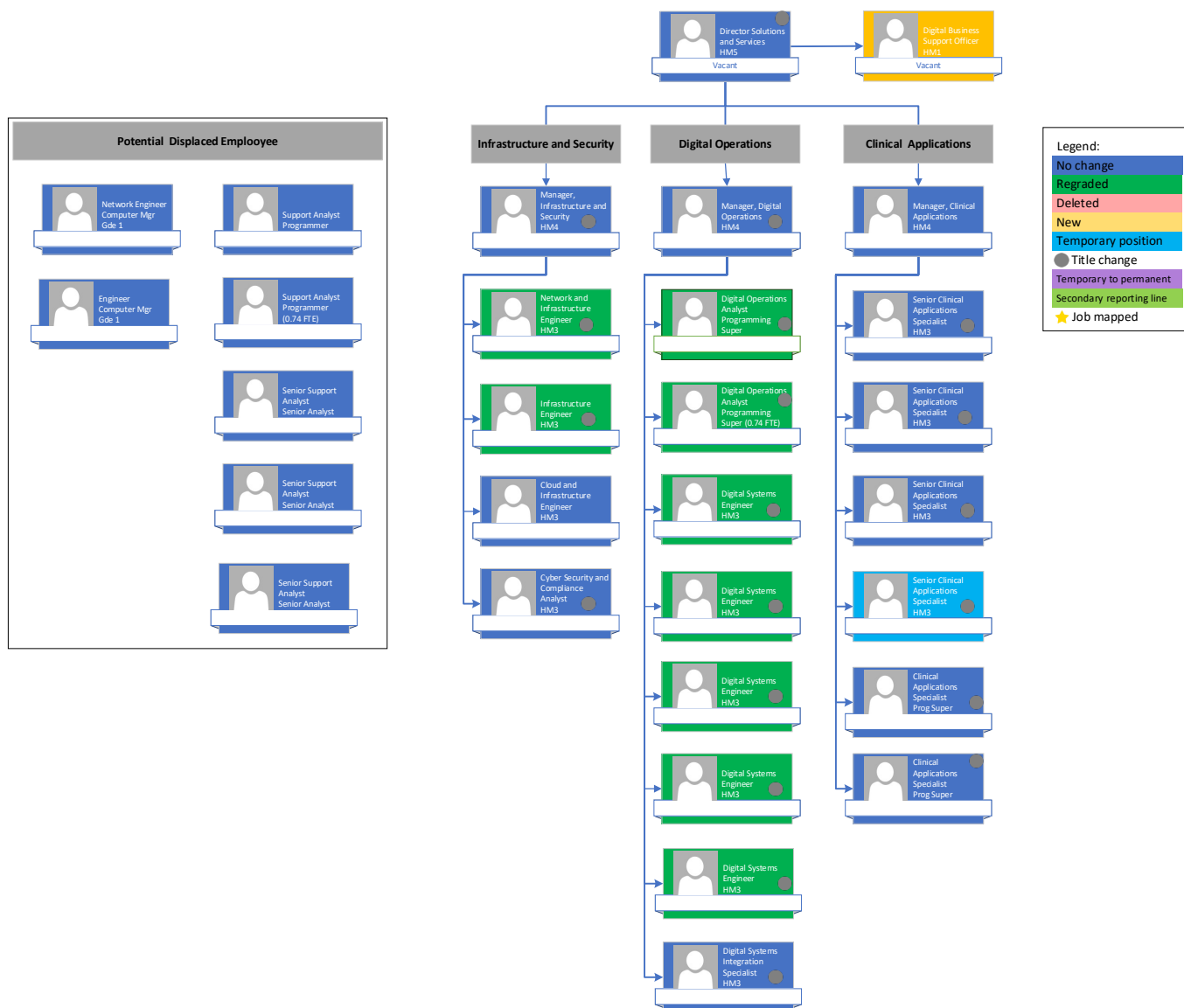
### **3. Solutions and Services Unit**

The Solutions and Services Unit operates clinical applications, a service desk, site commissioning, vendor management, solution integration, Video Conferencing, secure mobility and collaboration, cyber security, incident response and recovery, manages networks, server fleet and computers and the transition to cloud services program.

This Solutions and Services structure delivers the foundation for a sustainable operating model. It underpins resilient operations, cloud transition, responsive service delivery, mature governance, an efficient consumption model and cost efficiencies. The position descriptions were revised to ensure the necessary capabilities. They are better aligned with market, to attract and retain talent. Substantial transformation is occurring in the digital landscape of JHNSW, including the NSW Single Digital Patient Record and Health Grade Enterprise Network (HGEN). There is a growing demand for cloud delivery services, cybersecurity, collaboration, agile service delivery, and end user mobility.

The structure will equip the Unit with the resources to implement continuous improvement methodologies for high-quality efficient service delivery. Additionally, enhanced collaboration with business units will align technology initiatives with organisational goals, enabling digital transformation through innovative solutions.

Solutions & Services - Realigned Organisation Structure (2024)



## Staffing

Following an open, competitive recruitment, Neville Board was appointed as the Chief Digital Health and Information Officer in October 2023.

With the revision of some roles and a small number of new roles, there will be opportunities for staff members to explore and progress their careers. Review of grading also ensures salary remains competitive in comparison to market and talents can be retained.

Some staff members will experience changes in both their reporting line and changes to their role/duties. Staff impacted by this change will have the opportunity to discuss changes to their role, what this means to them, and the process that will be followed. Where possible, staff members who experience changes to their current role will be placed in a suitable/same position at level.

Written correspondence will also be sent to staff outlining any changes to their role or reporting lines.

## Consultation

Formal consultation between the leadership team, management, unions and employees will be undertaken before and during the consultation period. This will include all written correspondence and meetings with affected employees and the union/s (if requested).

## Timeline

Consultation with employees will commence on Monday 8 July until 21 July 24. Formal correspondence will be sent to staff outlining any changes to their role and/or reporting lines the week beginning 8 July 2024.

Meetings to discuss the new structure will be scheduled with managers and teams during the consultation period.

If not already completed, staff will officially transition to the new Digital Health directorate once appointment to vacant positions is completed and/or Stafflink has been updated to reflect the changes in the new structure.

## Staff support

All staff will be provided details of the Justice Health NSW Employee Assistance Program. This is a free and confidential service to all employees and their immediate families. For assistance employees can call **1300 687 327** or visit the website on [www.convergeinternational.com.au](http://www.convergeinternational.com.au)

Additional support services for staff include:

- support provided by line management and the Human Resources team.
- access to support and counselling services such as the Employee Assistance Program, Beyond Blue and Lifeline.

Justice Health NSW will also support affected staff who may wish to apply for a position in the new structure with job skills training and practical strategies in developing CV's, answering targeted questions, and interview skills.

Affected and impacted staff wanting to apply for new roles will be provided further details of the job skills training available.

## Further information

For further information on the restructure process or to ask a question, please email [JHFMHN-JusticeHealthRe-alignment@health.nsw.gov.au](mailto:JHFMHN-JusticeHealthRe-alignment@health.nsw.gov.au)