



Canberra Health Services Consultation Paper

Establishment of a Strategic Support Unit at
The Canberra Hospital
ACT Pathology

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1. Introduction

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person-centred care. It provides acute, sub-acute, primary, and community-based health services to the Australian Capital Territory (ACT)—a catchment of approximately 400,000 people. It also services the surrounding Southern New South Wales (NSW) region.

CHS administers a range of publicly funded health facilities, programs, and services.

ACT Pathology is a part of CHS and is responsible for providing specialist pathology services to all CHS facilities as well as services to private hospitals and patients in the community who are referred by GPs and specialists.

Pathology is a medical specialty that determines the cause and nature of diseases by examining and testing body tissues (from biopsies and aspirates, for example) and bodily fluids (from samples including blood and urine). Pathology is essential to the prevention, early detection, diagnosis, and treatment of many clinical disorders.

Pathology laboratories and services are supported by a variety of specialist roles such as Finance and Accounts, IT, Project Management, Procurement and Administration that offer critical functions to maintain and maximise the contribution of ACT Pathology.

2. Purpose

To consolidate several individual positions into a formal Strategic Support Unit (SSU) within Pathology Administration. Members of the SSU will have the same reporting line manager and work collaboratively as a team.

Consultation is required due to the proposed changes in line management and some position titles.

ACT Pathology is seeking further input from staff and unions regarding this proposal, prior to any final decisions being taken.

3. Current model

Within ACT Pathology administration there are several individual positions reporting to different line managers. These positions include:

- Manager of Digital Pathology and Informatics (SOGB), reports to Executive Director
- Manager of Special Projects and Business Support (SOGB), reports to Executive Director
- Finance and Business Manager (SOGB), reports to Executive Director
- Asset and Contracts Manager (SOGC), reports to Director of Laboratory Operations
- Executive Assistant (ASO6) and Business Support Officer (ASO5), reports to Executive Director
- Administration Officers (ASO3 and 4), reports to Manager of Special Projects

All roles listed above are inter-related and support the business of ACT Pathology by means of their own specialist roles.

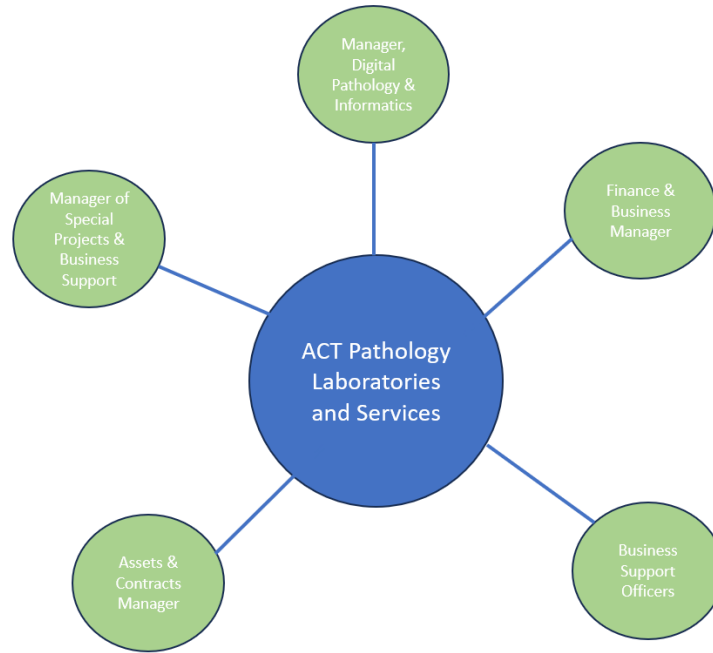


Fig 1: Demonstration that each of these individual roles supports ACT Pathology Laboratories and Services.

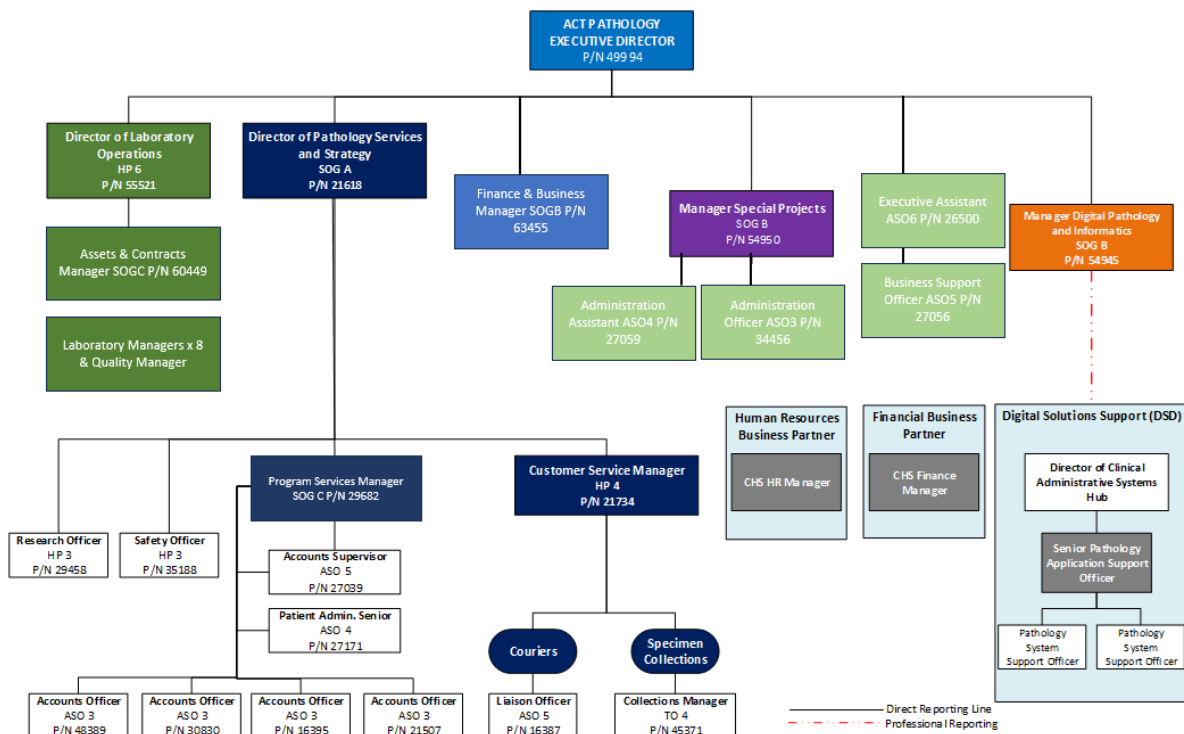


Fig 2: Current Organisational Structure

4. Rationale for change

The eight laboratories, pre-analytical services group and quality office within ACT Pathology require business and strategic support for their day-to-day operations and future planning. This includes, but is not limited to:

- IT support for analyser interfaces and specialist software solutions.
- Assistance with procurement of new and replacement equipment.
- Ongoing contract and asset management.
- Project management for the implementation of new equipment/services/IT.
- Finance support for budget management and financial advice into proposed initiatives.
- General administrative support.

These roles play a part in the running of each pathology laboratory and service and are often interconnected. For example, with the introduction of a new service, there is the requirement for developing a business case including the financial aspects of the new service. Then there is a need for procurement of assets and development of a contract, involving liaison with CHS Procurement and Procurements ACT. IT infrastructure and requirements also need to be considered and stood up as an IT project. Lastly, overall project management of the new service will need to be managed by liaising with internal and external stakeholders for a successful implementation.

5. Future model

5.1. Scope of the future model

ACT Pathology proposes to bring the individual business and strategic support roles into one unit. The proposed unit name is the Strategic Support Unit (SSU), however, we would welcome feedback on the proposed title. The SSU will report to the Director of Pathology Services and Strategy which will align the reporting lines that are currently disjointed.

The Manager of Special Projects and Business Support role currently has the ASO3 and ASO4 roles reporting to them. In the proposed structure, these roles would report to the Executive Assistant (ASO6).

The Assets and Contracts Manager role, which is currently reporting to the Director, Laboratory Operations is proposed to report to the Manager of Special Projects.

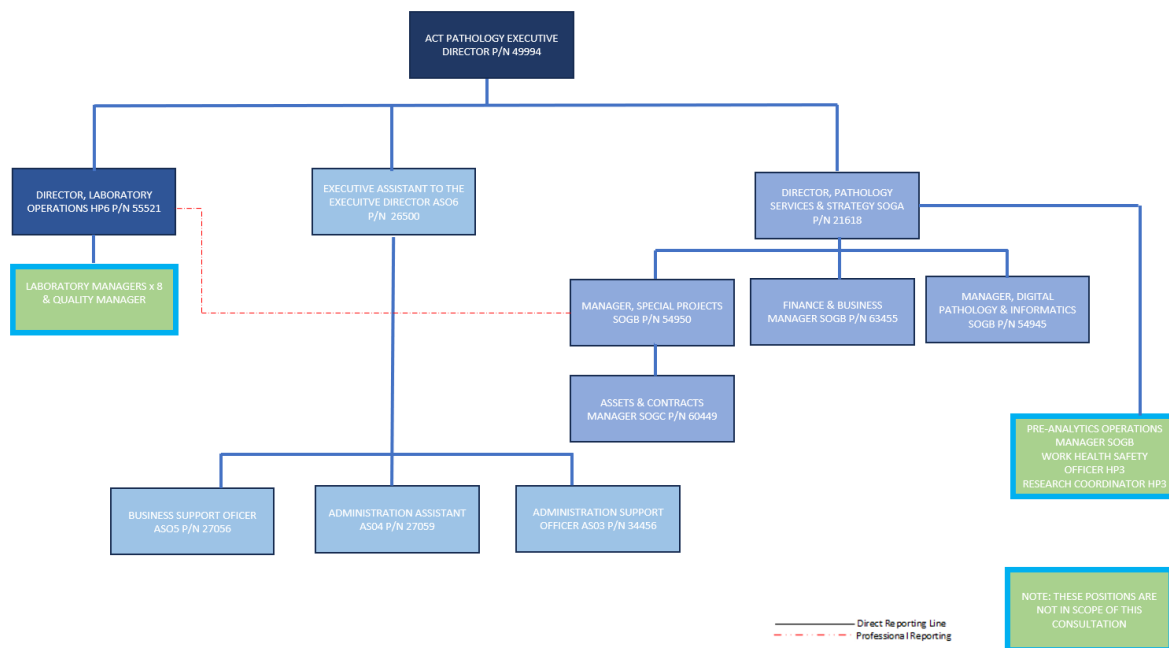


Fig 3: Proposed Organisational Structure. Roles not impacted by this proposal are in green box with blue border.

5.2. Benefits of the future model

The establishment of a Strategic Support Unit will create a supportive team environment for the individuals who are currently working independently and:

- Enable streamlined communication and reporting.
- Improve coordination between the different roles to align goals and objectives.
- Optimise allocation of resources.
- Improve decision making with all roles collaborating to make well-rounded and informed decisions.
- Enhance risk management by having a holistic view of the business needs.
- Provide opportunities for innovation.
- Remove duplication of effort.
- Enable more effective and efficient delivery of projects.

5.3. Implementation of the future model

It is envisaged that the proposed structure will be implemented within two weeks should the changes be endorsed following consideration of any feedback received through this consultation process.

5.4. Implications for not undertaking the change

Not implementing the proposed structure will have the following implications:

- Inefficient communication and reporting.
- Difficulty in aligning goals and objectives.
- Individuals working in silos and the potential to duplicate effort.
- Reduced ability to make well-informed decisions.
- Decreased opportunities for collaboration, innovation and teamwork.

6. Consultation methodology

This proposal provides more detail in relation to the Establishment of a Strategic Support Unit at ACT Pathology. There are still details that need to be determined and your feedback, suggestions and questions will assist in further refining the proposal.

Consultation Timeline	
Date/Week	Activity
26 April and 10 May 2024	Individual staff conversations as required
19 June 2024	Consultation Paper Released (including Unions)
19 June 2024	Start of consultation period (2 weeks)
3 July 2024	Consultation feedback period ends
3 July – 10 July 2024	Feedback collated
15 July 2024	Overview of feedback and any changes to the proposal
22 July 2024	Implementation period commences

In particular we are seeking responses to the following questions:

1. Do you support the realignment of the positions as outlined in this paper?
2. Do you endorse the name “strategic support unit”? If not, please can you provide an alternative suggestion.
3. Do you have any other feedback in relation to this proposal?

For any further information relating to the expansion of the Establishment of a Strategic Support Unit at ACT Pathology and subsequent consultation process, please contact Fiona Webb on Fiona.webb@act.gov.au.

7. References

Document	Author
Consultation Guidelines for Managers	People & Culture, Canberra Health Services
ACTPS Union Engagement Policy	ACT Public Service
Administrative and Related Classifications Enterprise Agreement 2023-2026	ACT Public Service
Health Professionals Enterprise Agreement 2021-2022	ACT Public Service