



14 June 2024

Gerard Hayes
Secretary Health Services
Union Level 2, 109 Pitt Street
Sydney NSW 2000

Dear Mr Hayes,

On 9 May 2024, Health Infrastructure informed the Health Services Union (**the Letter**) about workplace changes due to the transfer of funding and responsibility for the Asset Management program from Health Infrastructure to Ministry of Health, Local Health Districts and Speciality Health Networks.

It was noted in the Letter that a broader review of Health Infrastructure's organisational structure was being undertaken in response to this along with the transition of the Precincts work program to Ministry of Health in 2023. The review set to achieve a balance of portfolios across business units and a model that enables effective and efficient delivery of Health Infrastructure's immense capital program over the coming years.

The review is now complete, and I am writing to advise Health Infrastructure proposes a realignment, which results in minor changes to Health Managers, and only directly impacts non-payroll and Senior Executive Service staff.

Realignment of organisational structure into five business units

The position of Executive Director, Assurance and Advisory that oversaw the Asset Management function was determined to be discontinued, effective 1 April 2024. As a result, Health Infrastructure had to consolidate its matrix structure into five business units, comprising of:

- Three regional delivery units
- Two functional units
- Supported by the Office of the Chief Executive.

Whilst we worked through the review an immediate solution was required that saw an interim structure implemented to ensure business continuity. This merged the Assurance & Advisory and Development & Commercial business units to form Capital and Commercial Advisory, led by the Executive Director of Capital and Commercial Advisory. This arrangement is proposed to be formally implemented on 1 July 2024.

The Capital and Advisory business unit will include:

- Sustainability and Assurance
- Economic and Health Facility Advisory
- Building and Asset Advisory
- As well as a Property and Commercial Advisory project team.

The amalgamation of the Assurance & Advisory and Development & Commercial business results in:

- 3 Senior Executive Service roles being affected
- 2 Senior Executive Service title changes
- 2 contingent worker title changes
- Reporting line changes that are further detailed in the impacts table (**Tab A**)

Removal of regional Director roles

In the regional business units, the Director level was removed. This was a minor change resulting in the cessation of four contingent workers and the one affected Senior Executive employee. The decision was seen as an effective way to achieve savings across the health system and deliver improved efficiencies to the business and its stakeholders.

To support this change, project resource allocations were reviewed to match people's capacity and capability to project needs, noting the different skillsets required for planning, design and delivery phases. Project allocation and reporting line changes have been progressively made noting this forms part of the organisation's business as usual processes.

Who is impacted by the change?

- The Capital and Commercial Advisory business unit.
- Regional Directors, as well as other project team members where projects have been reallocated to rebalance skillsets with project requirements.

An impacts table is provided in **Tab A**, along with the proposed Organisational Chart shown in **Tab B, C and D**.

Available support

- Regular virtual Chief Executive Check-ins to keep staff informed and connected.
- Virtual Employee Assistance Program (EAP) session aimed toward navigating change and available support was held on Wednesday 6 March 2024 for all staff.
- Support offered through Managers, Directors, People and Culture and Health Infrastructure's EAP program which is available for staff and their families.
- Mental Health and Resilience training offered.
- An intranet page has been established to provide information, frequently asked questions and available support. It will be regularly updated as more questions arise, and the change process progresses.
- Ways of working established within the Capital and Commercial business unit to support staff.

As a part of the consultation process, we welcome your views on the implementation of the proposed realignment. To allow sufficient time for the Health Service Union to consult with their members, feedback would be due by 5:00pm on 28 June 2024.

For further information or questions please contact Acting Director, People and Culture, Shannon Stensness at Shannon.Stensness@health.nsw.gov.au or on 0481 193 032.

Yours sincerely,



Krystle Gray

Acting Chief Operating Officer