SESLHD Management Reduction Strategy
Restructure Consultation Paper – Phase 2

South Eastern Sydney Local Health District

September 2024

Comments or feedback on this proposal can be submitted in writing to

Director People and Culture

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Version Control

Version Number	Date (DD/MM/YYYY)	Details of Changes	Author (Name and Position Title)
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Health
South Eastern Sydney
Local Health District

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1. Introduction

As Chief Executive of South Eastern Sydney Local Health District (SESLHD) I am committed to delivering the *Exceptional Care, Healthier Lives* Strategic Plan 2022-25. Within this, our Statement of Intent speaks to being a global leader in innovative and sustainable health services.

In recent years we have stepped up to many challenges, including the COVID-19 pandemic, and as we move forward we will also continue to face a range of challenges, including our financial sustainability.

As the health needs of our communities evolve, the service requirements and the delivery of services also changes. It is imperative that our structures and workforce are aligned to support these changes and needs. The proposed changes presented in this document are consistent with the District's commitment to our strategy and to ensuring that our resources are directed to work that meets local communities current and emerging expectations.

This proposed change is designed to limit impact to frontline clinical service delivery and instead focus on administrative and management roles where efficiencies can be gained.

Although the proposed structure is beneficial for SESLHD's financial sustainability, there will be some positions that will no longer be required in their current format and/or location, or whose grades and/or reporting lines will change. SESLHD is committing to matching/redeploying as many affected staff as possible, retaining the skills and experience of our valued team members. All efforts will be made to match affected staff to similar positions, however where affected staff are not matched to any vacant/new positions, they will be referred to the Workforce Mobility Program.

I welcome everyone's contribution as we progress through the consultation period and take the opportunity to thank you in advance for your review of the proposal.

2. Overview of SESLHD

2.1 Background

SESLHD is one of the largest local health districts in Sydney, covering a geographical area of 468 square kilometres from Sydney's Central Business District to the outskirts of the southern suburbs. We provide health care to over 930,000 residents and, in addition, provide support for residents of Lord Howe Island. SESLHD manages nine hospitals and a range of high-quality, community-based health care services.

Our District has the following hospitals:

1. Prince of Wales Hospital
2. St George Hospital
3. The Sutherland Hospital
4. Royal Hospital for Women
5. Sydney and Sydney Eye Hospital
6. Garrawarra Centre
7. War Memorial Hospital
8. Calvary Hospital
9. Gower Wilson Memorial Hospital on Lord Howe Island

Our staff also deliver high quality health care across a variety of community-based services ranging from pre-birth to palliative care.

We are home to a diverse population which is set to increase to 1,022,000 by 2027 (20% growth). In our community 30% of people are from non-English speaking backgrounds, 37% have long-term health conditions and 8720 identify as being Aboriginal.

At the heart of everything we do is a set of values: Collaboration, Openness, Respect and Empowerment.

2.2 Case for Change

In FY23/24 SESLHD implemented a series of cost savings initiatives to meet budget expectations, however despite these efforts, the District has had a significant budget over-run. Compounding this, the budget for FY24/25 presents a series of constraints amongst a broader context of whole of government savings initiatives, cost pressures and minimal growth. To support the savings initiatives, the District proposes a management and administrative reduction strategy which proposes to delete FTE equating to $7.5 million in salaries savings per year. A proportional reduction in FTE across all management and administrative structures in the District will enable this to be targeted and ensure we do not affect frontline clinical service delivery and safety. The efficiencies will be delivered across the District, recognising efficiencies within each directorate, site or service.

The aim of the restructure is to:

- improve administrative efficiency and effectiveness
- enable strong local management that facilitates responsiveness and clear outcomes
- provide clear lines of communication for operational and professional accountability
- ensure decisions are made as close as possible to the site/service level
- reduce silos and facilitate a connection between the strategic priorities, planning and operations
- meet our obligations to support government savings initiatives.

The proposed restructure will adhere to, and reflect the NSW Government, NSW Health and Ministers' strategic priorities, Award and Policy requirements.

3. Impact

Given the scale of the change, implementation was planned in two phases. Phase 1 was proposed in July 2024 and is currently being implemented, and Phase 2 will commence consultation from mid-September. The impact across the facilities and directorates is varied based on the allocation. The proposal has considered a proportional allocation of FTE based on the Health Manager establishment. Given this, the allocation is more heavily weighted to District directorates rather than the facilities. There is no impact on frontline clinical services as a result of these proposed changes.

Proposed changes in Phase 2 focus on the opportunity to integrate functions for greater budget efficiencies and operational benefits. During the Phase 2 consultation process, we will be proposing service changes across the district in conjunction with reviewing positions.

In Phase 1, the District deleted 36.39 full time equivalent (FTE) positions and created 9 FTE with a net reduction of 27.3 FTE.
In Phase 2, the District proposes to delete 77.85 full time equivalent (FTE) positions and create 51 FTE with a net reduction of 26.85 FTE.

Within Phase 2 there are significant changes to the delivery of finance services and the management of clinical streams.

Summary

In summary, the indicative breakdown of directorates/facilities, and classifications impacted in Phase 2 is as follows, noting some directorates/facilities will have impact spread over both phases:

Position Classification	FTE
Health Managers	22.84
Administration Officers	20
Nurse Managers	4.63
Telephonists	23.69
Others	6.34

Phase 2:	People and Culture, The Sutherland Hospital, St George Hospital, Prince of Wales Hospital, Royal Hospital for Women, Mental Health, Population and Community Health, District Nursing and Midwifery, Corporate Services, Operations Directorate, Strategy Improvement and Innovation, District Finance Directorate.

Organisational Chart Legend
Deleted position
New position
Change in reporting line/s or other change
Expression of interest for matching to positions

4. Finance Consolidation

Currently financial functions are delivered across the District in a hybrid model, with a combination of central functions, business partnering models and local finance teams. Reconsidering how we can deliver financial services and support from a functional perspective, there are efficiencies that can be gained in the way we work across our District. Refer Table 1 for a breakdown in revised functional responsibilities in the proposed finance operating model.

Table 1:

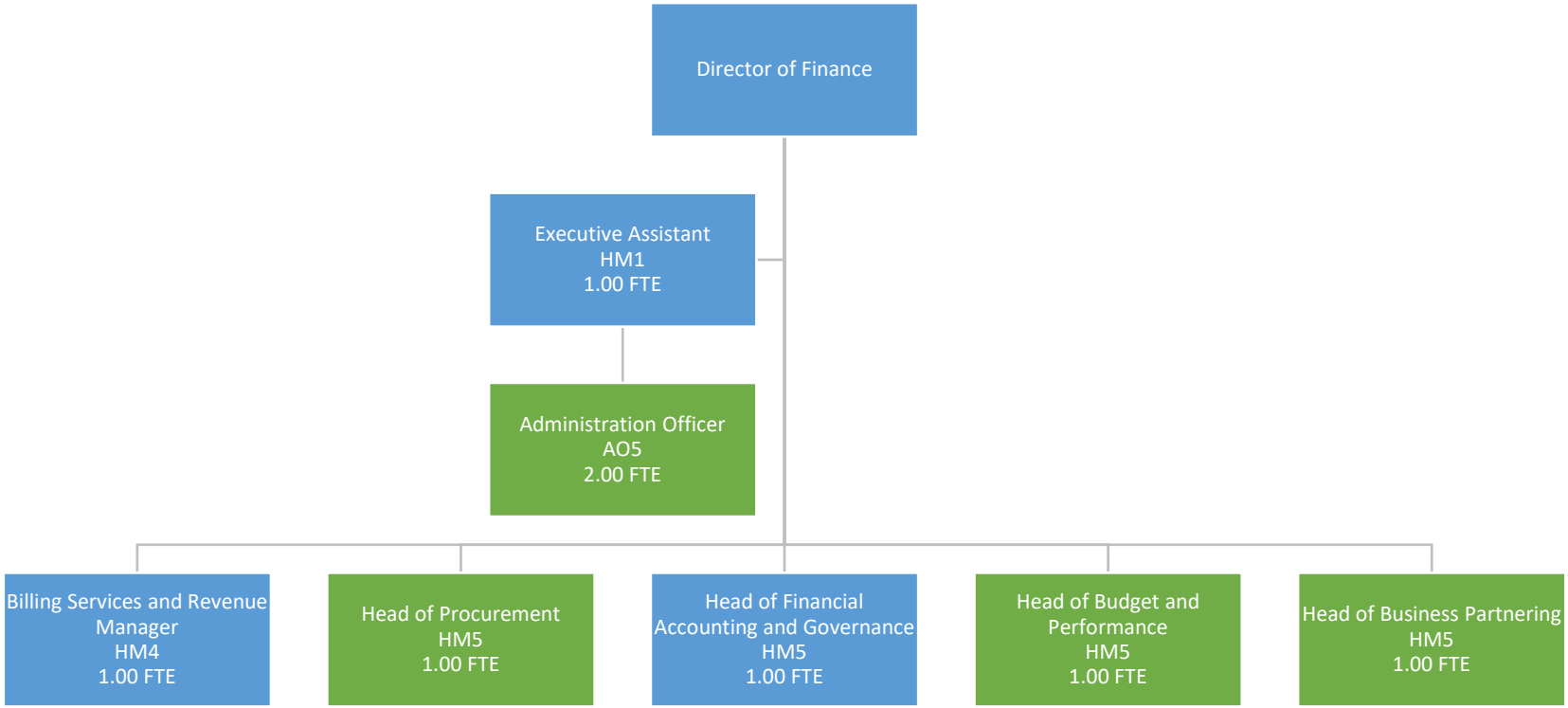
Procurement	Revenue / Billing	Financial Accounting & Governance	Budget & Performance	Business Partnering
Head of Procurement (HM5) • Clinical Products Procurement • Corporate Products Procurement • Procurement Policy, Contract Compliance and Projects	Billing Services & Revenue Manager (HM4) • Site Patient Billing Lead(s) • Cashiers • Billing Operations • Accounting and reporting • RFA and Taxation • Revenue Systems and Compliance	Head, Financial Accounting & Governance (HM5) • Financial & Statutory Reporting team • Capital Projects and Balance Sheet team • Accounting Policy and Financial Controls	Head of Budget and Performance (HM5) • Budget Management and control • Reporting and Analytics • Costing and Benchmarking	Head of Business Partnering (HM5) • Larger sites / services • Snr Business Partner HM4 • Supported by embedded BP teams (HM3) • Smaller Sites / services • Business Partner HM3

By taking a function-based approach, there are clearer and more consolidated responsibilities for teams and individuals. It is expected this will reduce duplication and better allow teams to focus on their core responsibilities, significantly reduce the re-work associated with many of our financial processes and deliver a more efficient and equitable financial environment.

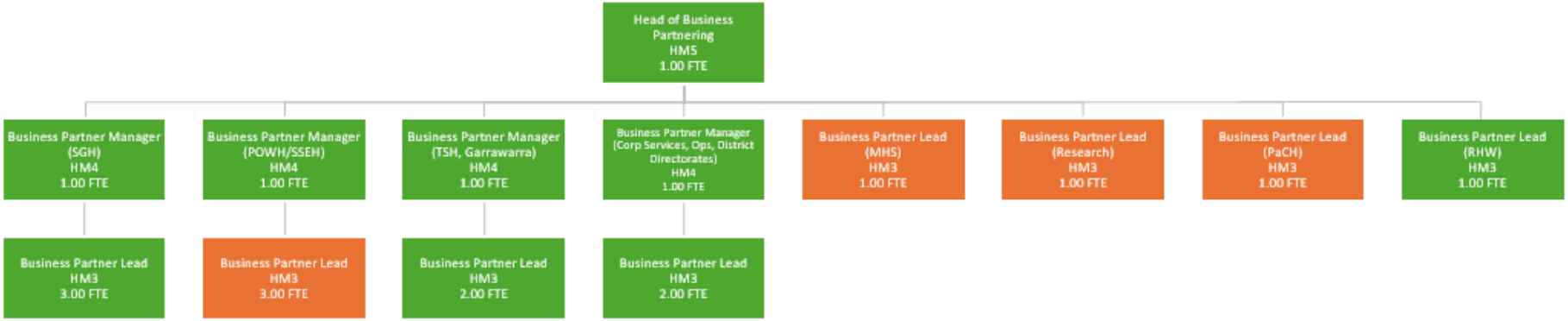
While there are new roles created and changes of reporting lines, site and service-based business partnering roles will continue to be embedded with our frontline teams, offering a more focussed business partnering model through the entire year, without some of the competing demand the current approach places on individuals. It is expected that finance leads within sites, services and directorates will continue to be part of executive teams, supporting local decision-making. These changes do not impact on delegations or reduce local decision making within the current operating environment. Rather, the proposed changes will better support this, given the clear focus and dedicated resource partnering with the business.

A consistent approach to budgeting is essential in ensuring there is a fair and equitable distribution of the available funds. In spite of efforts to achieve this to date, the current devolved model drives local variation that ultimately leads to significant re-work, a misdirected focus on budget rather than business support, and ultimately an inability to support clinical services across our service equitably. This revised approach will ensure there is a clear, transparent budget process that ultimately ensures a consistent allocation to each site, service and directorate. There is no change in delegations, hence this change in function will not impact on how local leaders would like to spend the allocated budget, consistent with the delegations manual.

4.1 Proposed Organisational Chart – Leadership Team, District Finance



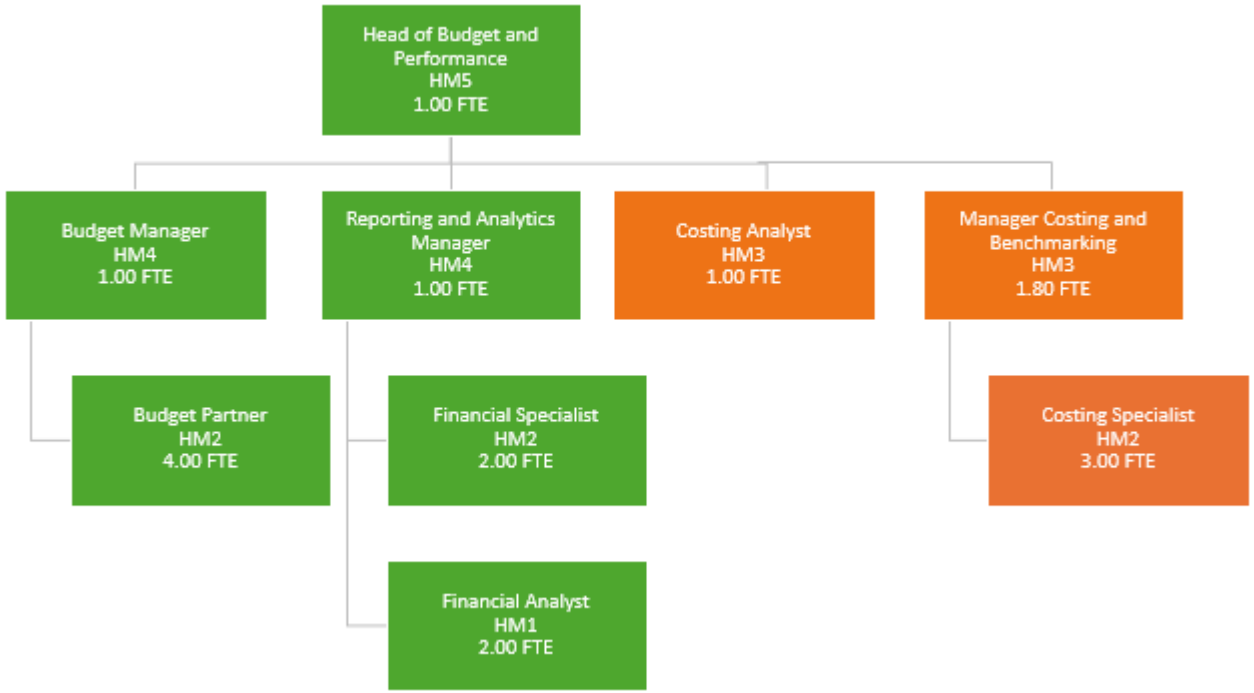
4.2 Proposed Organisational Chart - Business Partnering Team, District Finance



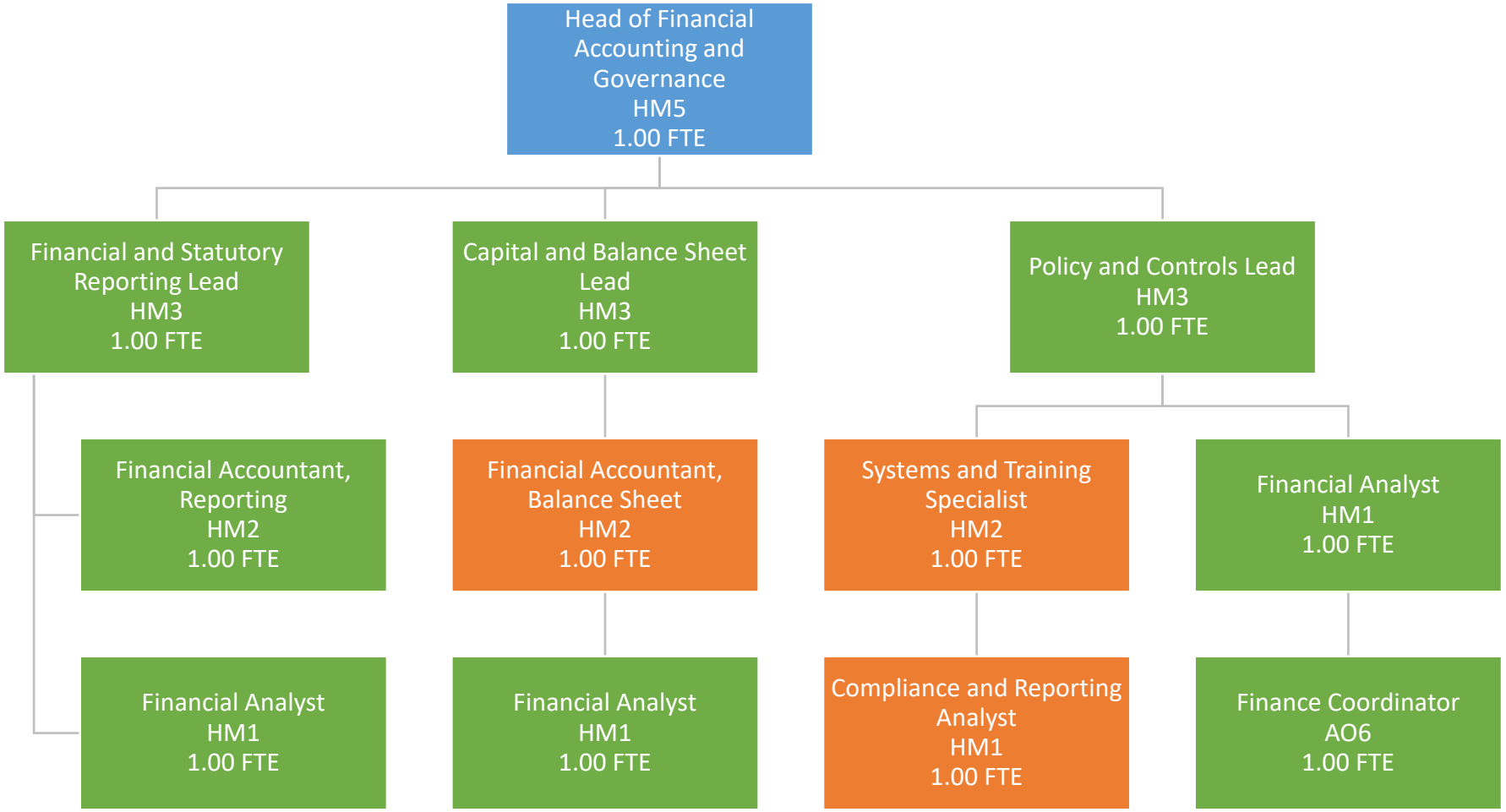
- Site and service-based business partnering roles will continue to be embedded with frontline teams.

- Finance leads within sites, services and directorates will continue to be part of executive teams, working on a day to day basis to the relevant GM or Director to support local decision-making.

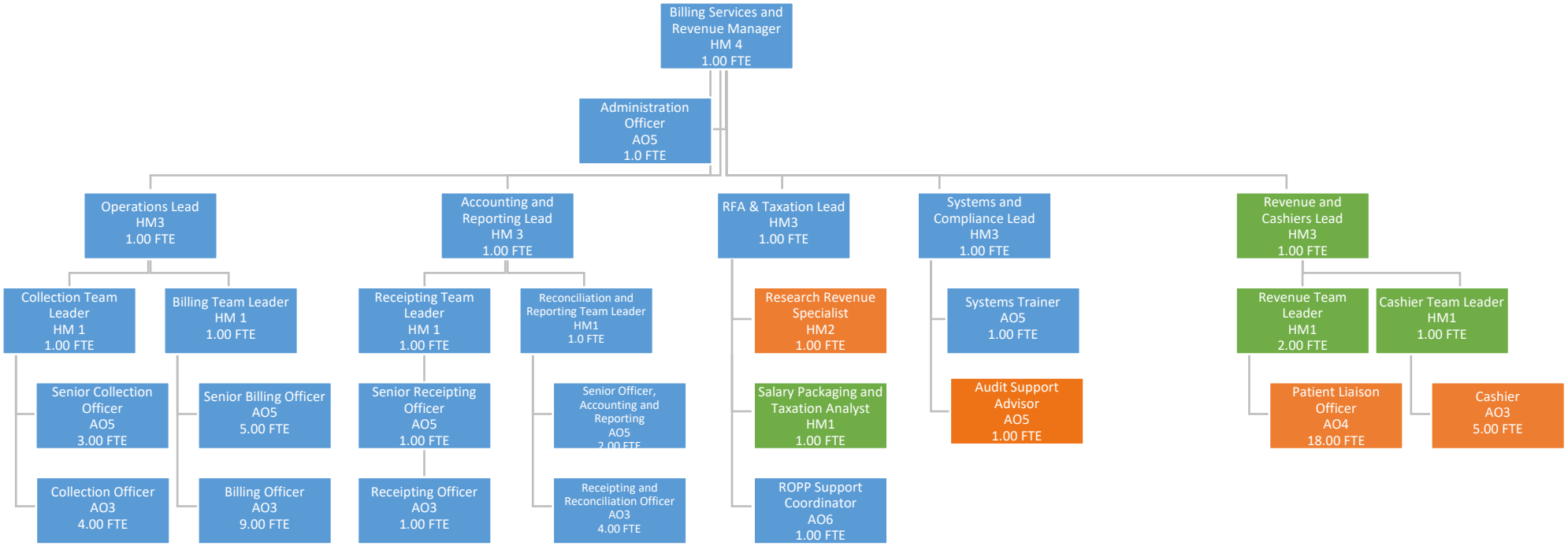
4.3 Proposed Organisational Chart - Budget and Performance, District Finance



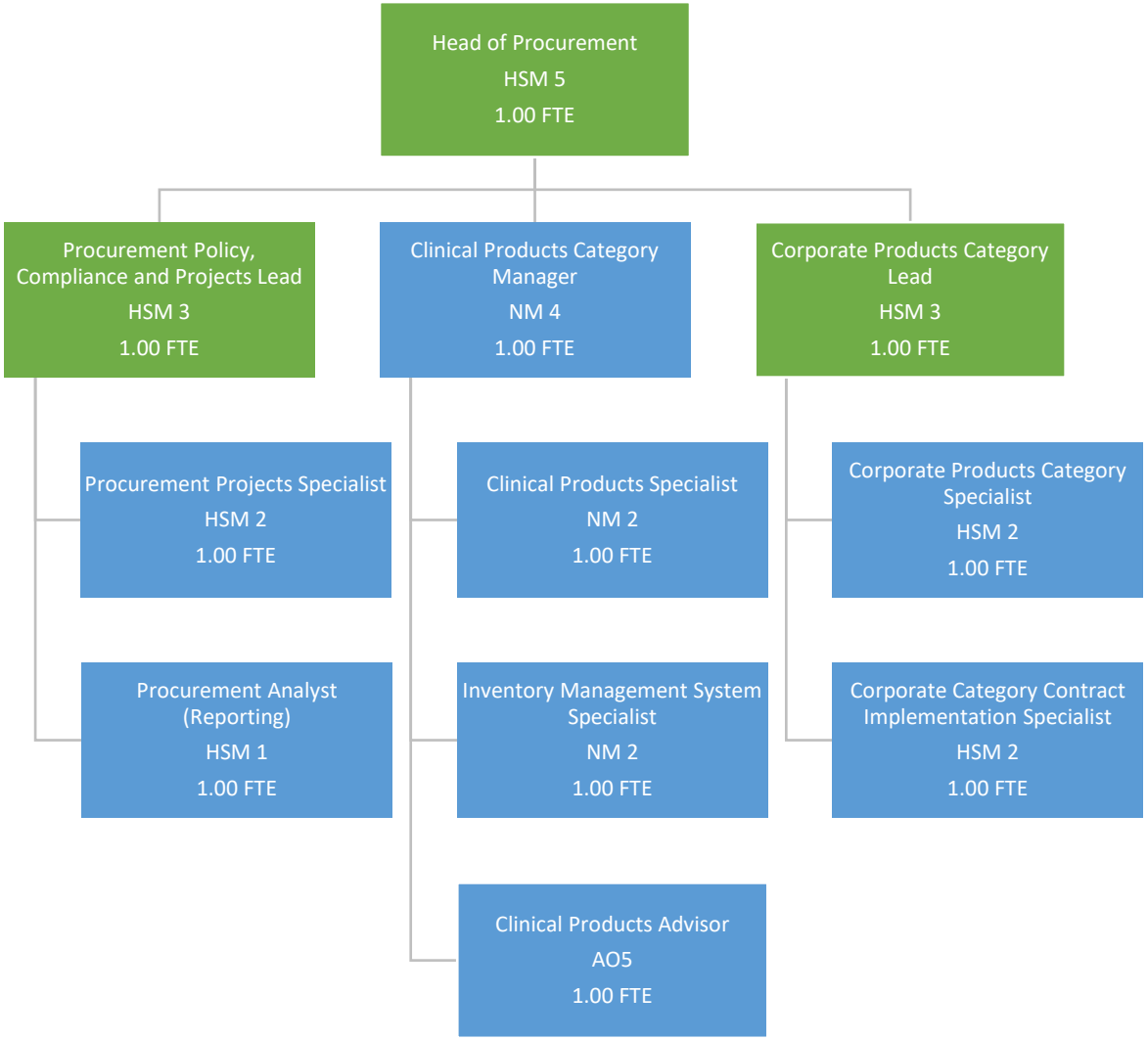
4.4 Proposed Organisational Chart - Financial Accounting and Governance, District Finance



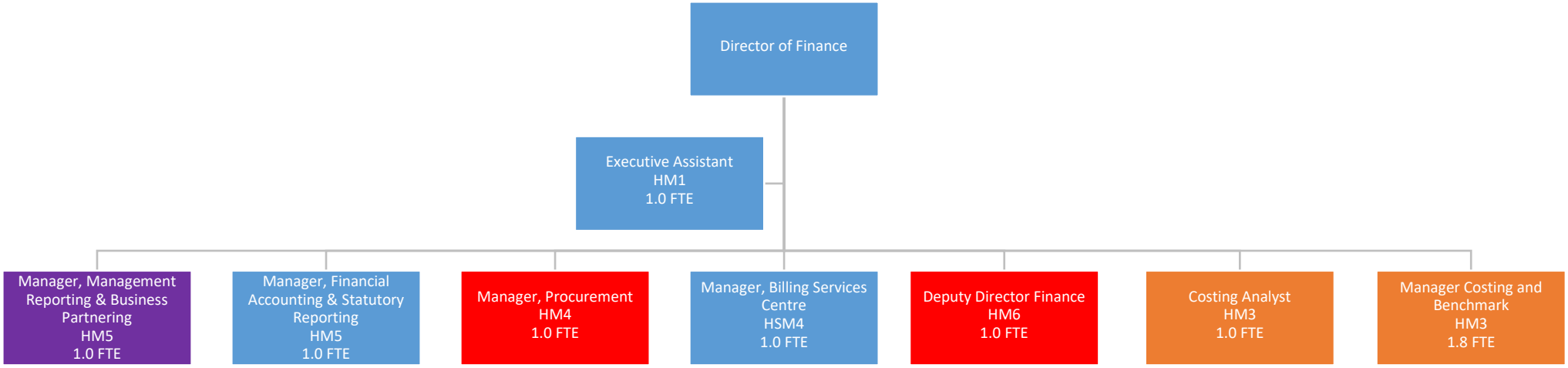
4.5 Proposed Organisational Chart - Billing Services and Revenue, District Finance



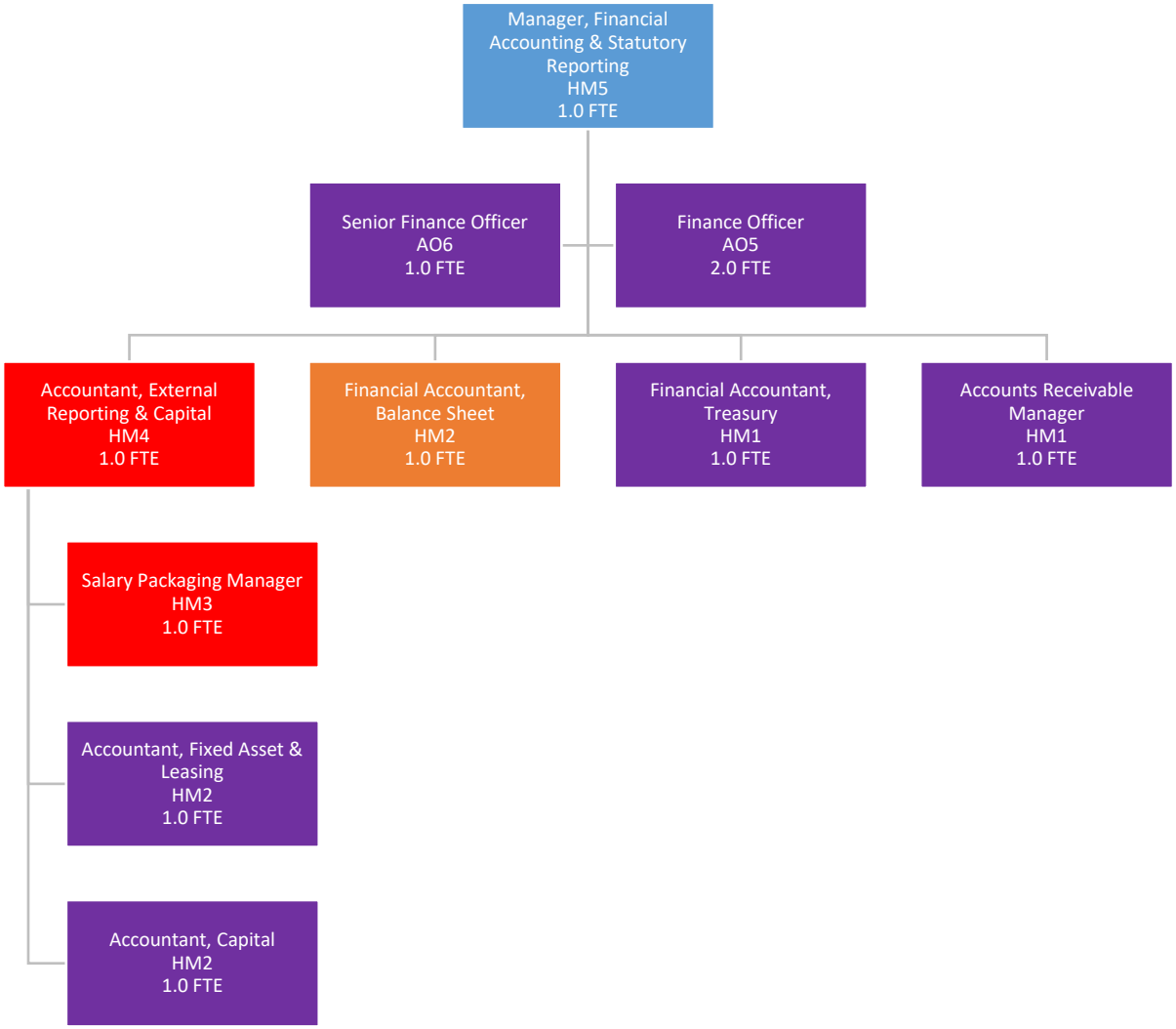
4.6 Proposed Organisational Chart – Procurement, District Finance



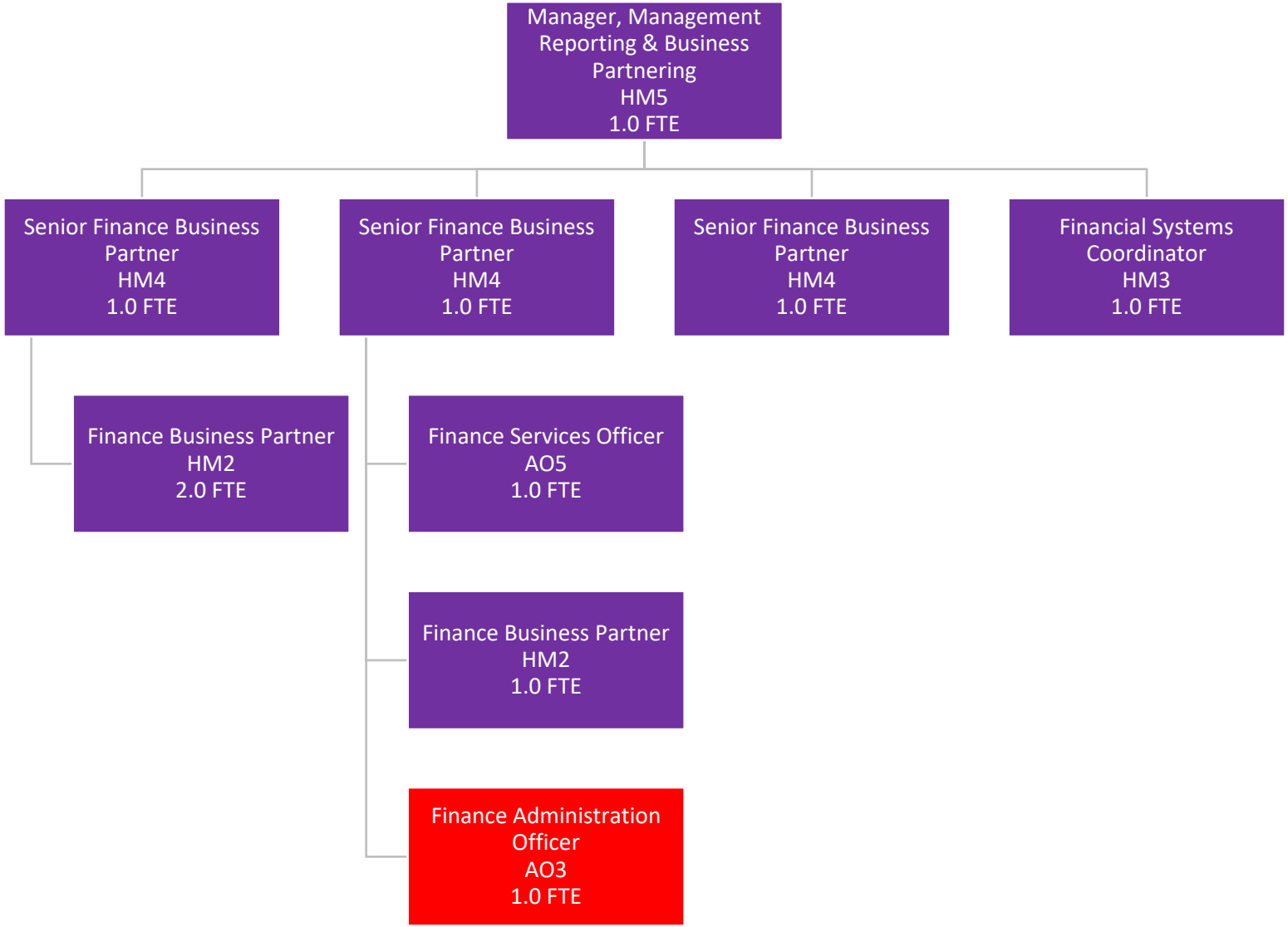
4.7 Current Organisational Chart – Leadership Team, District Finance



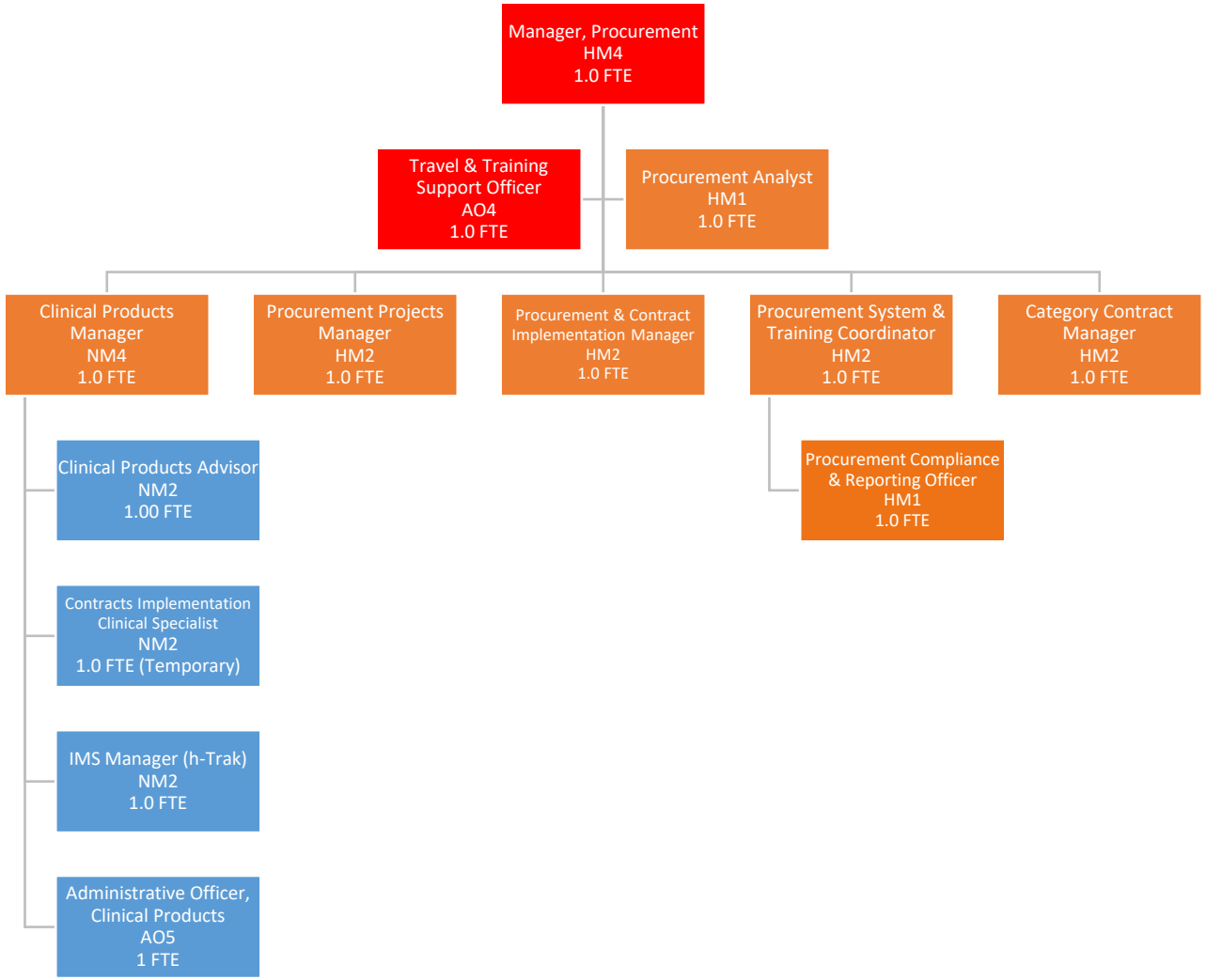
4.8 Current Organisational Chart – Financial Accounting, District Finance



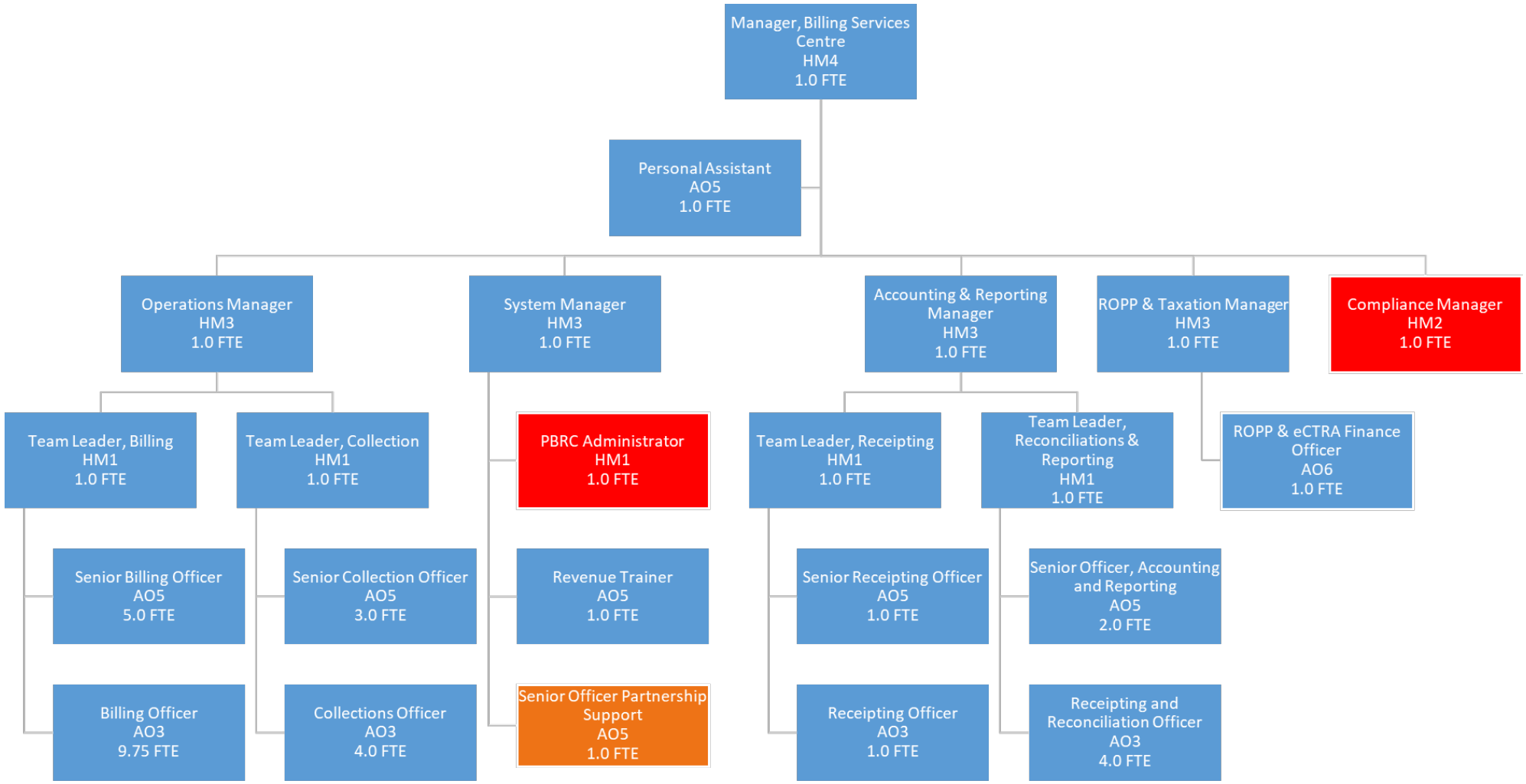
4.9 Current Organisational Chart - Management Reporting & Business Partnering, District Finance



4.10 Current Organisational Chart – Procurement, District Finance



4.11 Current Organisational Chart – Billing Services, District Finance



4.12 Proposed changes to positions - District Finance

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Manager, Management Reporting & Business Partnering	HM5	Redesigned role	Internal application process
Health Manager	Manager, Procurement	HM4	Position to be deleted	Incumbent
Health Manager	Deputy Director Finance	HM6	Position to be deleted	Vacant
Health Manager	Costing Analyst	HM3	Change of reporting line	Incumbent
Health Manager	Manager, Costing & Benchmarking (1.8fte)	HM3	Change of reporting line	Incumbent
Administration Officer	Senior Finance Officer	AO6	Redesigned role	Internal application process
Administration Officer	Finance Officer (2 FTE)	AO5	Redesigned role	Internal application process
Health Manager	Accountant, External Reporting & Capital	HM4	Position to be deleted	Incumbent
Health Manager	Financial Accountant, Balance Sheet	HM2	Change of reporting line	Incumbent
Health Manager	Financial Accountant, Treasury	HM1	Redesigned role	Internal application process
Health Manager	Accounts Receivable Manager	HM1	Redesigned role	Internal application process
Health Manager	Salary Packaging Manager	HM3	Position to be deleted	Incumbent
Health Manager	Accountant, Fixed Asset & Leasing	HM2	Redesigned role	Internal application process
Health Manager	Accountant, Capital	HM2	Redesigned role	Internal application process
Health Manager	Senior Finance Business Partner (3FTE)	HM4	Redesigned role	Internal application process
Health Manager	Financial Systems Coordinator	HM3	Redesigned role	Internal application process

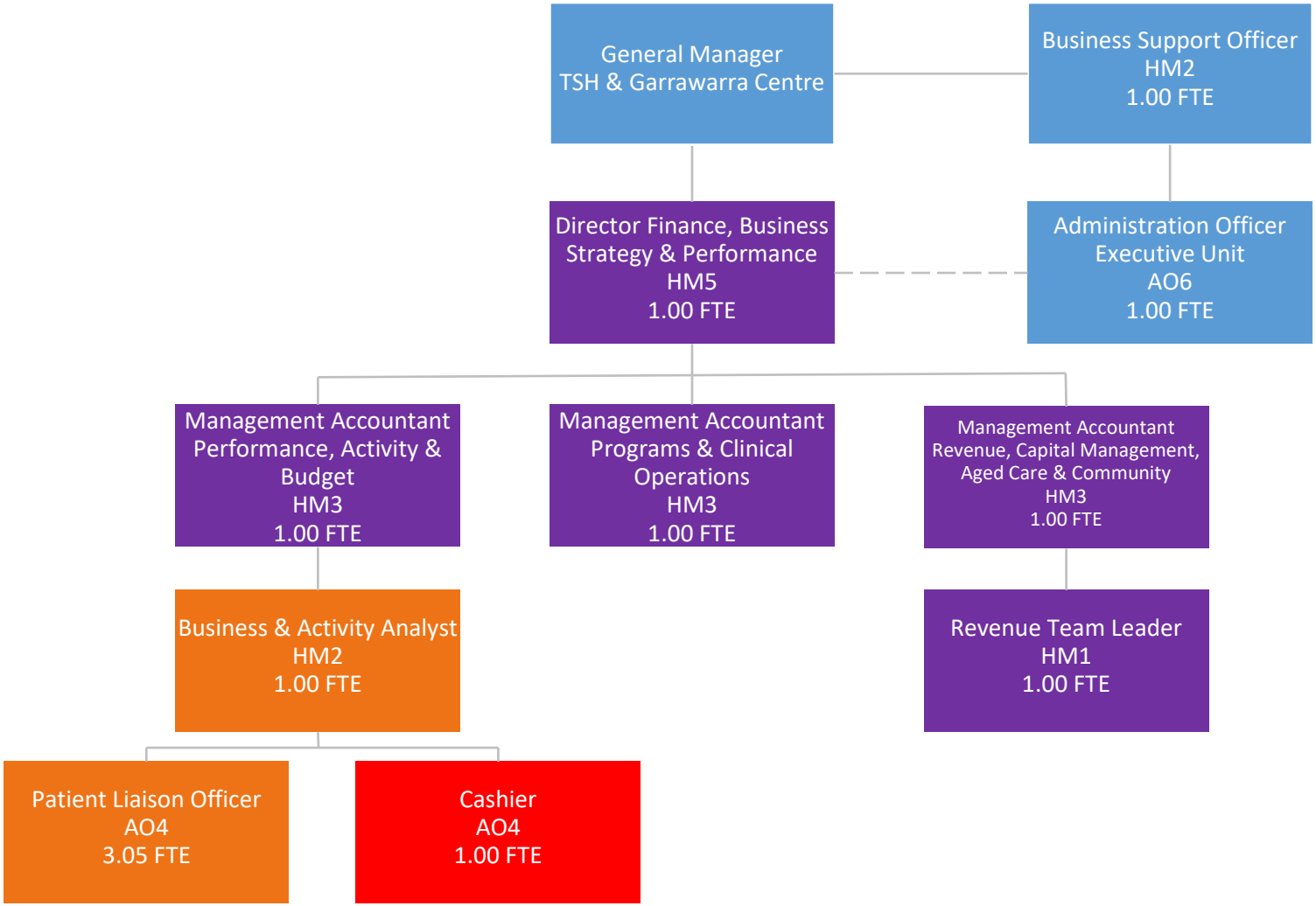
Health Manager	Finance Business Partner (3FTE)	HM2	Redesigned role	Internal application process
Administration Officer	Finance Services Officer	AO5	Redesigned role	Internal application process
Administration Officer	Finance Administration Officer	AO3	Position to be deleted	Incumbent
Administration Officer	Travel & Training Support Officer	AO4	Position to be deleted	Incumbent
Health Manager	Procurement Analyst	HM1	Change of reporting line	Incumbent
Nurse Manager	Clinical Products Manager	NM4	Change of reporting line	Change of title to Clinical Products Category Manager
Administration Officer	Administrative Officer, Clinical Products	AO5	Change of title to Clinical Products Advisor and responsibilities	Temporary Incumbent
Health Manager	Procurement Compliance & Reporting Officer	HM1	Change of title to Compliance & Reporting Analyst and responsibilities	Incumbent
Health Manager	Procurement Projects Manager	HM2	Change of reporting line	Incumbent
Health Manager	Procurement and Contract Implementation Manager	HM2	Change of reporting line	Incumbent
Health Manager	Category Contract Manager	HM2	Change of reporting line	Incumbent
Health Manager	Procurement System & Training Coordinator	HM2	Change of reporting line	Incumbent
Health Manager	Compliance Manager	HM2	Position to be deleted	Vacant
Health Manager	PBRC Administrator	HM1	Position to be deleted	Vacant
Administration Officer	Senior Officer Partnership Support	AO5	Change of title to Audit Support Advisor and change of responsibilities	Incumbent
Administration Officer	Administration Officer	AO5	Create new position	2 FTE
Health Manager	Head of Procurement	HM5	Create new position	

Health Manager	Head of Budget & Performance	HM5	Create new position	
Health Manager	Head of Business Partnering	HM5	Create new position	
Health Manager	Business Partner Manager	HM4	Create new position	4 FTE
Health Manager	Business Partner Lead	HM3	Change of reporting line (6fte), and new positions	
Health Manager	Budget Manager	HM4	Create new position	
Health Manager	Budget Partner	HM2	Create new position	4 FTE
Health Manager	Reporting & Analytics Manager	HM4	Create new position	
Health Manager	Financial Specialist	HM2	Create new position	2 FTE
Health Manager	Financial Analyst	HM1	Create new position	6 FTE
Health Manager	Costing Specialist	HM2	Change of reporting lines	Incumbents
Health Manager	Financial & Statutory Reporting Lead	HM3	Create new position	
Health Manager	Financial Accountant Reporting	HM2	Create new position	
Health Manager	Capital & Balance Sheet Lead	HM3	Create new position	
Health Manager	Policy & Controls Lead	HM3	Create new position	
Administration Officer	Finance Coordinator	AO6	Create new position	
Health Manager	Salary Packaging & Taxation Analyst	HM1	Create new position	
Health Manager	Revenue & Cashiers Lead	HM3	Create new position	
Health Manager	Revenue Team Leader	HM1	Create new position	2 FTE

Health Manager	Cashier Team Leader	HM1	Create new position	
Health Manager	Procurement Policy, Compliance & Projects Lead	HM3	Create new position	
Health Manager	Corporate Products Category Lead	HM3	Create new position	
Administration Officer	Patient Liaison Officer	AO4	Change of reporting line	Incumbents
Administration Officer	Cashier	A03	Change of reporting line	Incumbents

4.13 Proposed Organisational Chart – The Sutherland Hospital (Performance Support and Corporate Liaison)

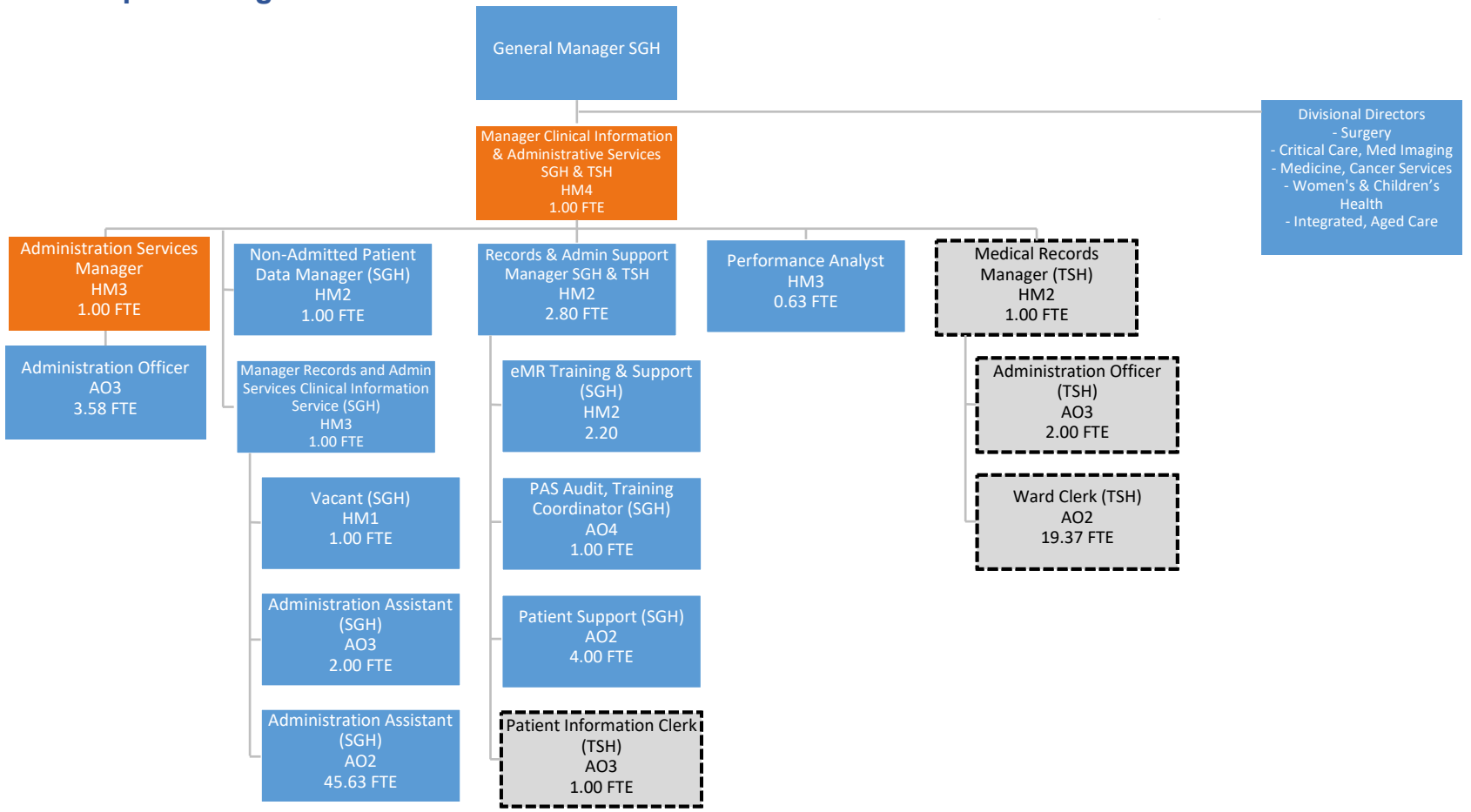
4.14 Current Organisational Chart – The Sutherland Hospital (Finance)



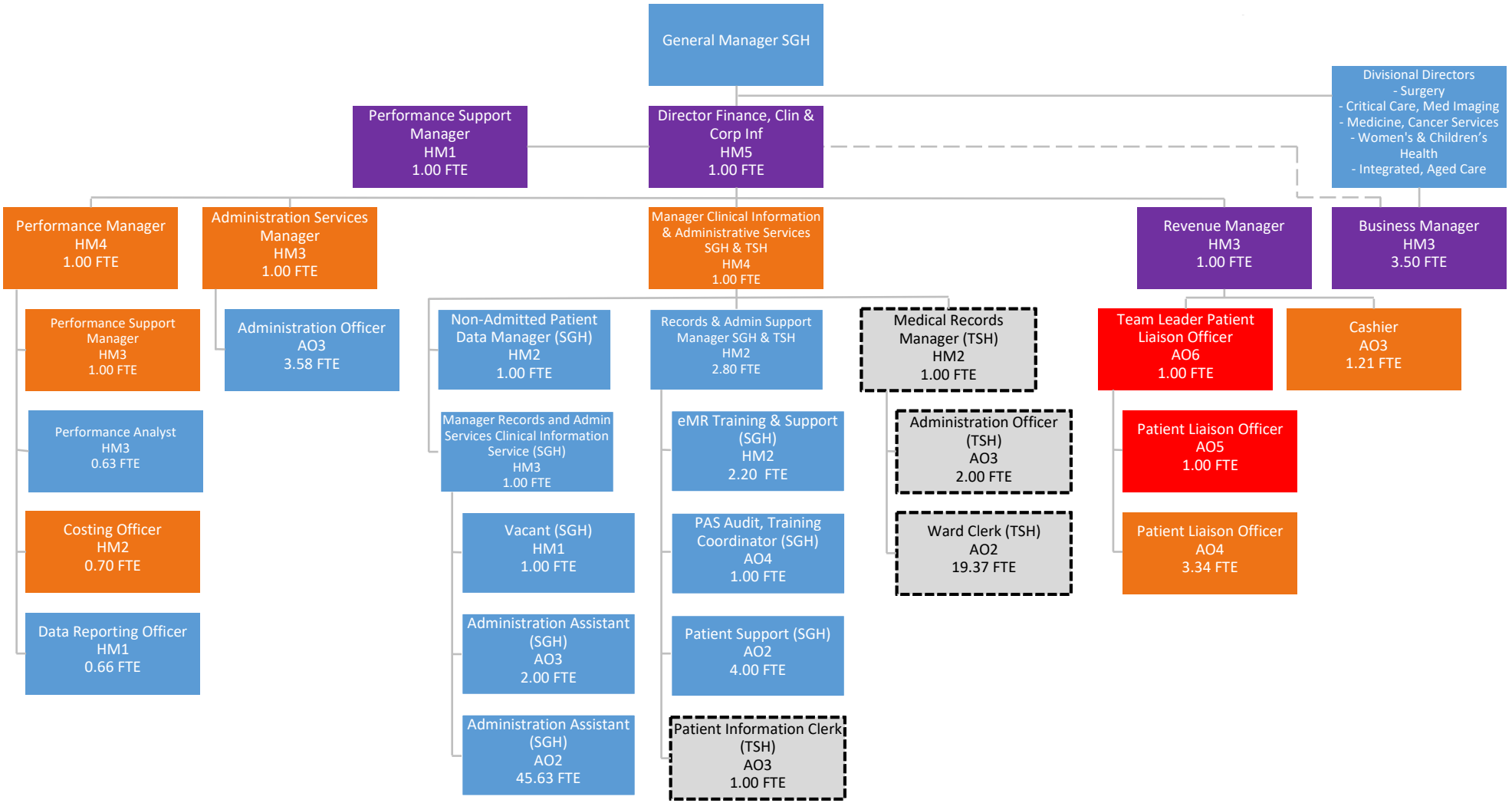
4.15 Proposed changes to positions – The Sutherland Hospital (Finance)

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Director Finance, Business, Strategy & Performance	HM5	Realigned to District Finance	EOI & matching process
Health Manager	Management Accountant Performance, Activity & Budget	HM3	Realigned to District Finance	EOI & matching process
Health Manager	Management Accountant Programs & Clinical Operations	HM3	Realigned to District Finance	EOI & matching process
Health Manager	Management Accountant Revenue, Capital Management, Aged Care & Community	HM3	Realigned to District Finance	EOI & matching process
Health Manager	Business & Activity Analyst	HM2	Change in reporting line & change of title to 'Performance Support & Corporate Liaison Manager'	Incumbent
Health Manager	Revenue Team Leader	HM1	Realigned to District Finance	EOI & matching process
Administration Officer	Cashier	AO4	Position deleted	Incumbent
Administration Officer	Patient Liaison Officers (3.05fte)	AO4	Realigned to District Finance	Incumbents

4.16 Proposed Organisational Chart – Clinical Information & Administrative Services SGH & TSH



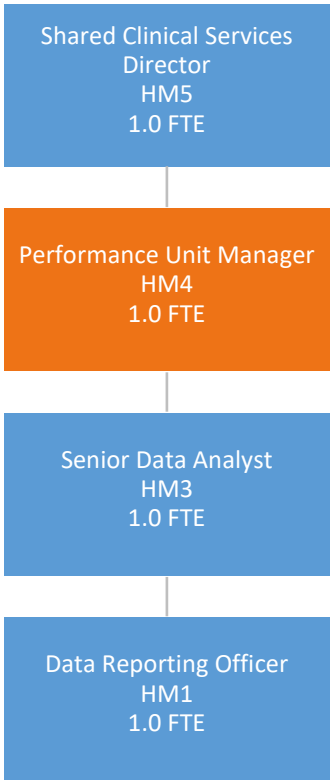
4.17 Current Organisational Chart – Finance, Clinical & Corporate Informatics - St George Hospital



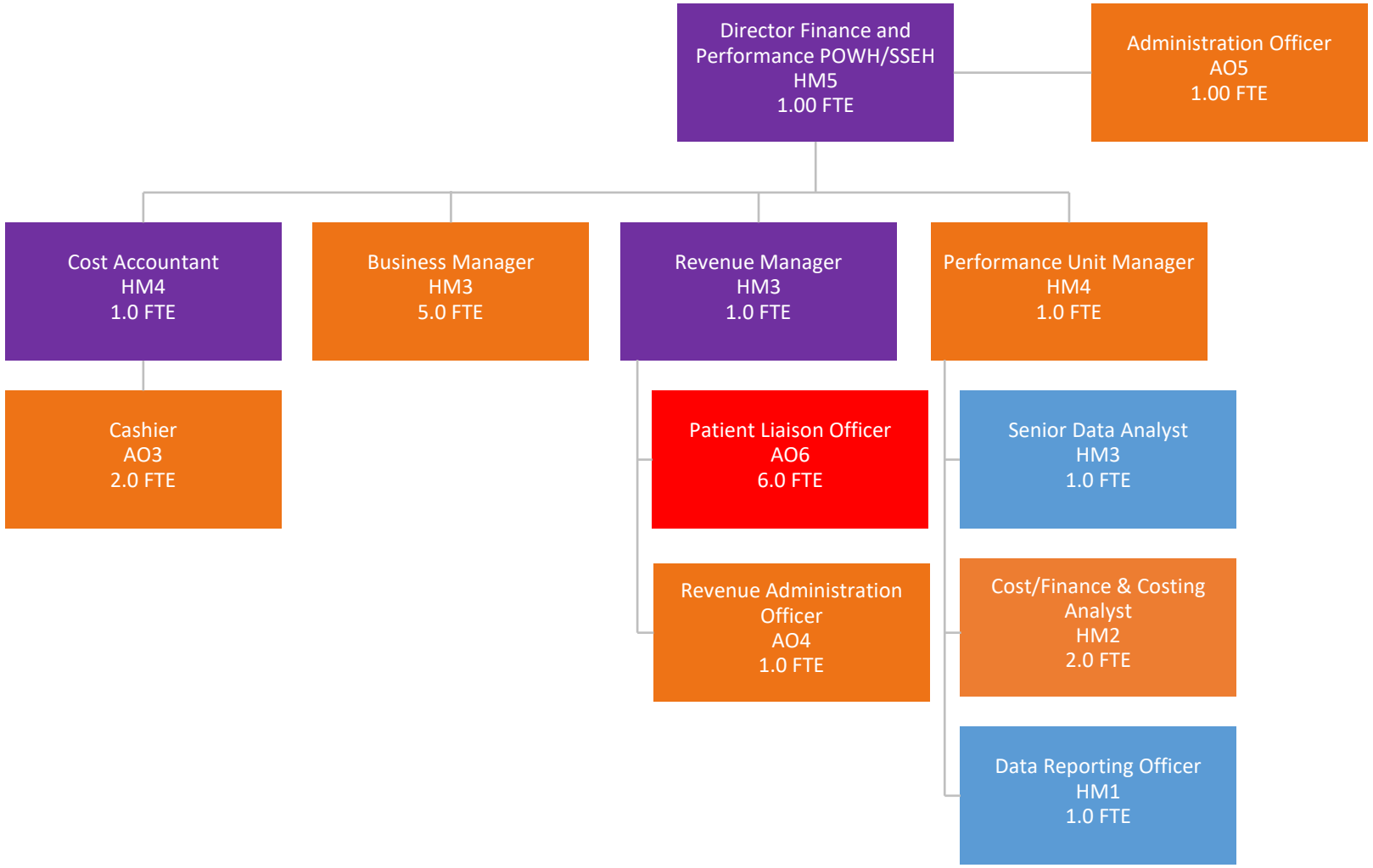
4.18 Proposed changes to positions – St George Hospital (Finance)

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Director Finance, Clinical & Corporate Information	HM5	Realigned to District Finance	EOI & matching process
Health Manager	Performance Support Manager	HM1	Realigned to District Finance	EOI & matching process
Health Manager	Performance Manager	HM4	Change of reporting line to General Manager	Incumbent
Health Manager	Revenue Manager	HM3	Realigned to District Finance	EOI & matching process
Health Manager	Business Manager (3.05fte)	HM3	Realigned to District Finance	EOI & matching process
Health Manager	Performance Support Manager (1fte)	HM3	Realigned to District Finance	EOI & matching process
Health Manager	Costing Officer	HM2	Realigned to District Finance	Incumbent
Administration Officer	Team Leader Patient Liaison Officer	AO6	Position deleted	Incumbent
Administration Officer	Patient Liaison Officer	AO5	Position deleted	Incumbent
Administration Officer	Patient Liaison Officer	AO4	Realigned to District Finance	Incumbent
Administration Officer	Cashier	AO3	Realigned to District Finance	Incumbent
Health Manager	Manager Clinical Information & Admin Services TSH & SGH	HM4	Additional direct reports	Incumbent
Health Manager	Administration Services Manager	HM3	Realigned to Manager Clinical Information & Admin Services	Incumbent

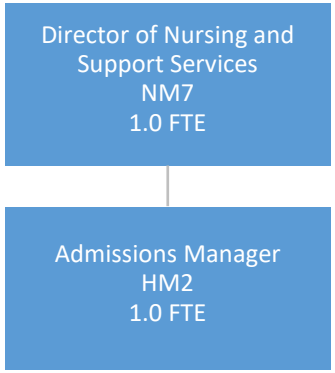
4.19 Proposed Organisational Chart – Performance Unit POWH/SSEH



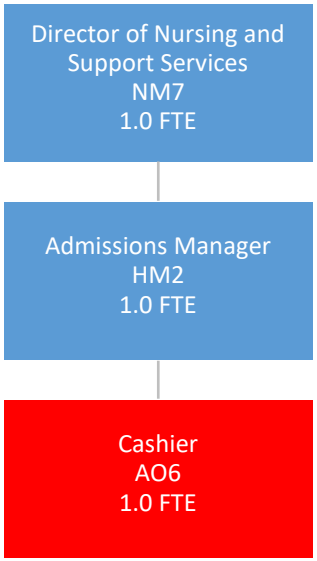
4.20 Current Organisational Chart – POWH/SSEH Finance



4.21 Proposed Organisational Chart – SSEH Finance (Cashier)



4.22 Current Organisational Chart - SSEH Finance (Cashier)

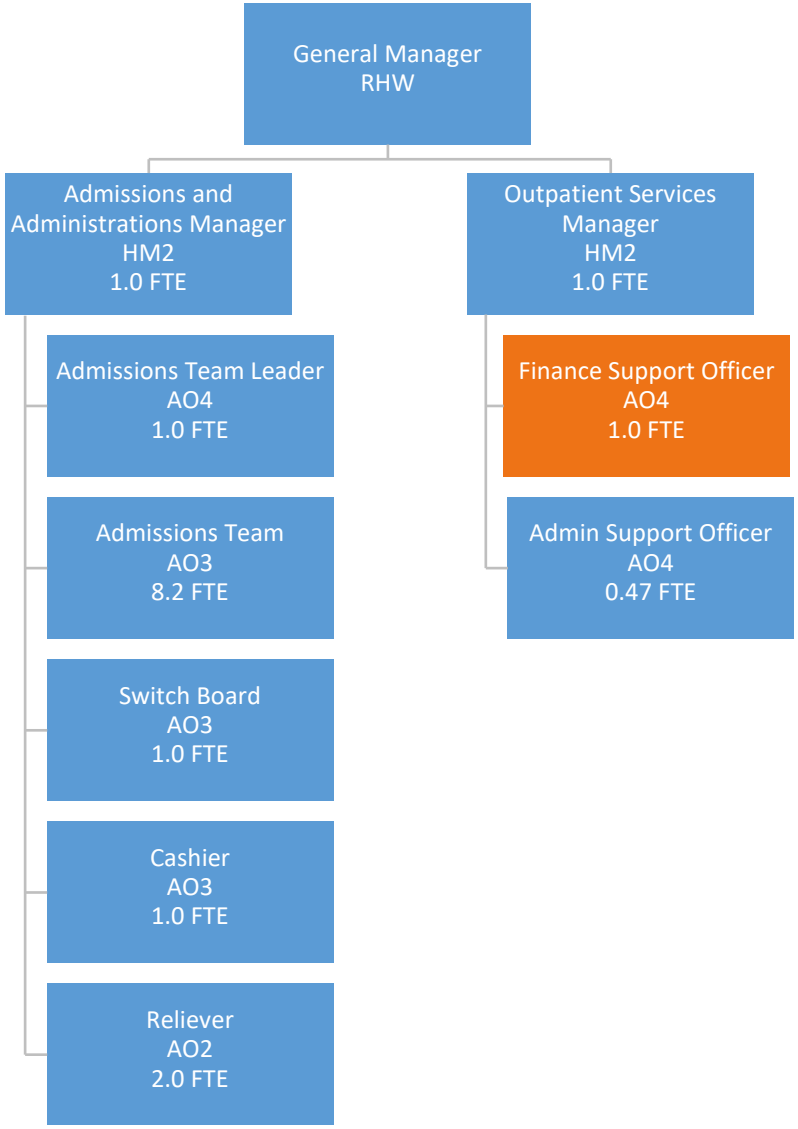


4.23 Proposed changes to positions – Prince of Wales Hospital /Sydney/Sydney Eye Hospital (Finance and Performance)

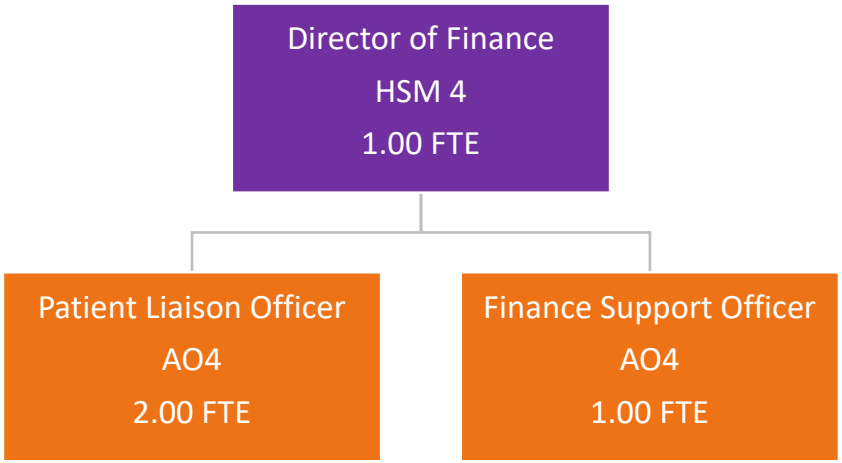
Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Director Finance & Performance POWH/SSEH	HM5	Realigned to District Finance	EOI & matching process
Administration Officer	Administration Officer	AO5	Realigned to District Finance	Incumbent
Health Manager	Cost Accountant	HM4	Realigned to District Finance	EOI & matching process
Health Manager	Business Manager (3 fte matched, 2 fte vacant/deleted)	HM3	Realigned to District Finance	Incumbents
Health Manager	Revenue Manager	HM3	Realigned to District Finance	EOI & matching process
Health Manager	Performance Unit manager	HM4	Change of reporting line to Shared Clinical Services Director	Incumbent
Administration Officer	Patient Liaison Officer POWH (6fte)	AO6	Position deleted	Incumbents
Administration Officer	Revenue Administration Officer	AO4	Realigned to District Finance	Incumbent
Administration Officer	Cashier (2fte)	AO3	Realigned to District Finance	Incumbents
Health Manager	Data Reporting Officer	HM1	Realigned to District Finance	Incumbent
Administration Officer	Cashier (1fte)	AO6	Position deleted	Incumbent
Health Manager	Cost/Finance & Costing Analyst (2fte)	HM 2	Realigned to District Finance	EOI & matching process

4.24 Proposed Organisational Chart - Finance

4.25 Proposed Organisational Chart – Admissions and Administration Team, RHW



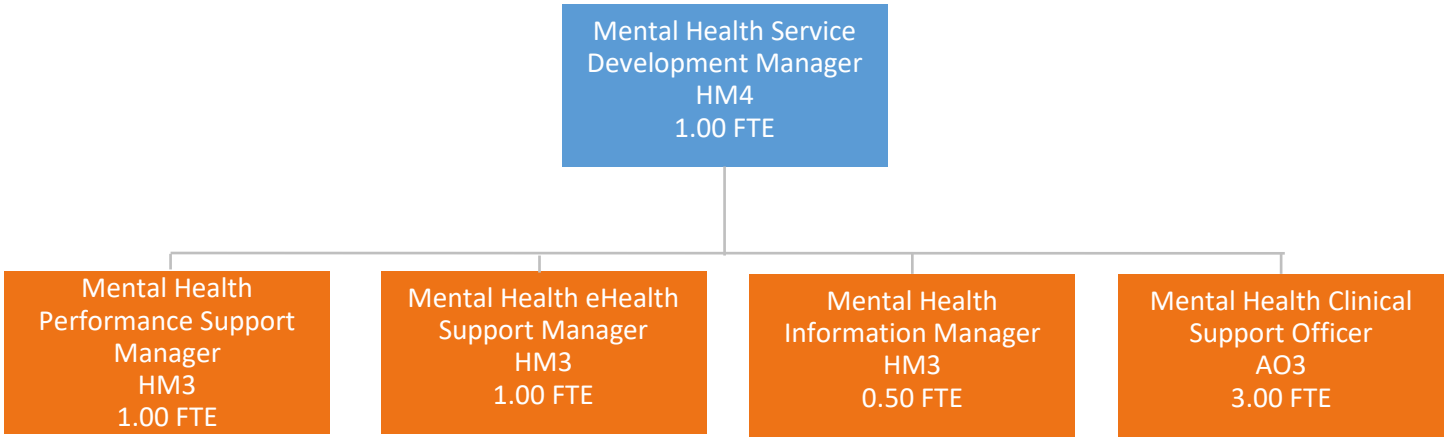
4.26 Current Organisational Chart – RHW Finance



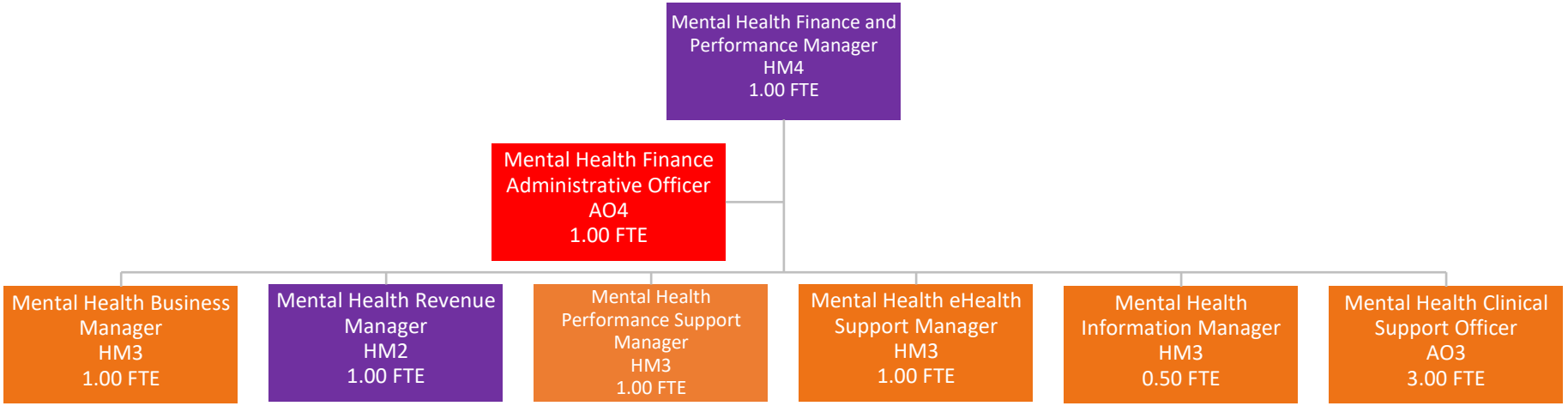
4.27 Proposed changes to positions – Royal Hospital for Women (Finance)

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Director of Finance	HM 4	Realigned to District Finance	EOI & matching process
Administration Officer	Finance Support Officer	AO4	Change of reporting line to Admissions & Administration team RHW	Incumbent
Administration Officer	Patient Liaison Officer (2fte)	AO4	Realigned to District Finance	Incumbents

4.28 Proposed Organisational Chart – Performance Development Unit



4.29 Current Organisational Chart – Finance & Performance

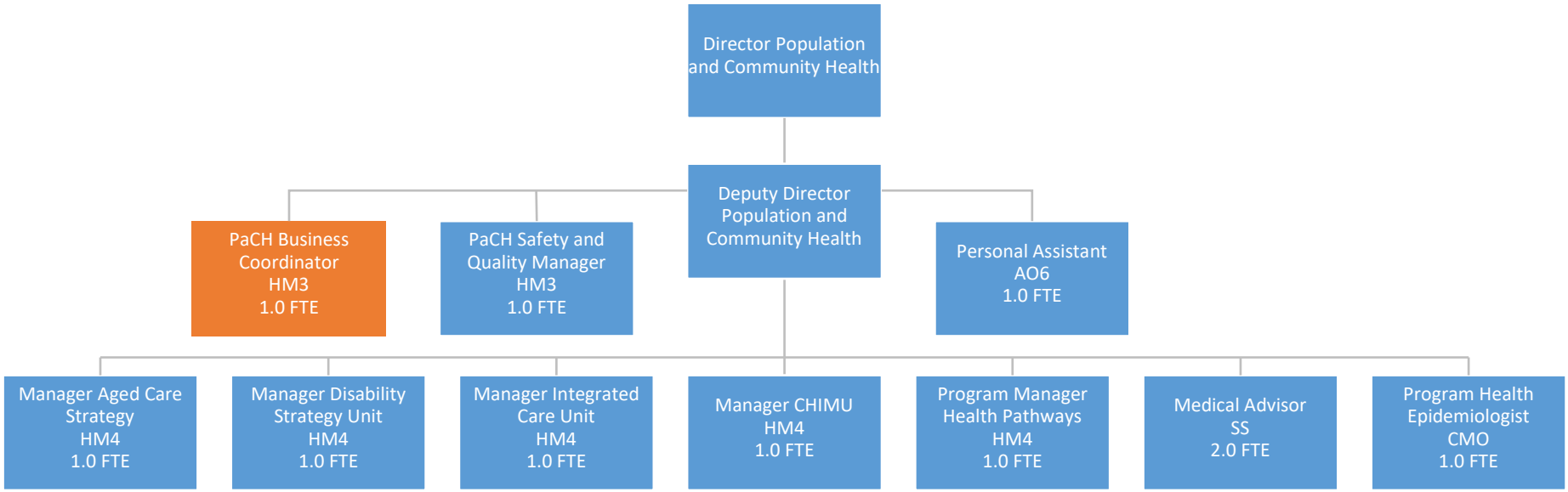


4.30 Proposed changes to positions – Mental Health Services Finance & Performance

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Finance & Performance Manager	HM4	Realigned to District Finance	EOI & matching process
Administration Officer	Finance Administrative Officer	AO4	Position deleted	Incumbent
Health Manager	Business Manager	HM3	Realigned to District Finance	Incumbent
Health Manager	Revenue Manager	HM2	Realigned to District Finance	EOI & matching process
Health Manager	Performance Support Manager	HM3	Change of reporting line to 'Mental Health Service Development Manager'	Incumbent
Health Manager	eHealth Support Manager	HM3	Change of reporting line to 'Mental Health Service Development Manager'	Incumbent
Health Manager	Information manager (0.5fte)	HM3	Change of reporting line to 'Mental Health Service Development Manager'	Incumbent
Administration Officer	MH Clinical Support Officer (3fte)	AO3	Change of reporting line to 'Mental Health Service Development Manager'	Incumbents

4.31 Proposed Organisational Chart

4.32 Current Organisational Chart – Deputy Director's Unit

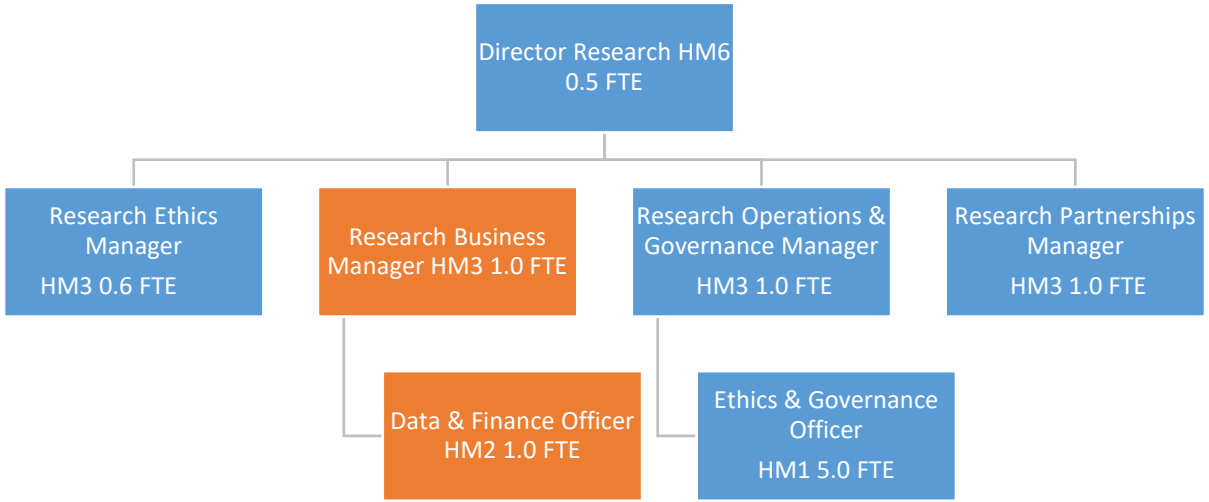


4.33 Proposed changes to positions – Population and Community Health (Finance)

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	PaCH Business Coordinator	HM3	Realigned to District Finance	Incumbent

4.34 Proposed Organisational Chart – Research (Finance)

4.35 Current Organisational Chart - Research (Finance)

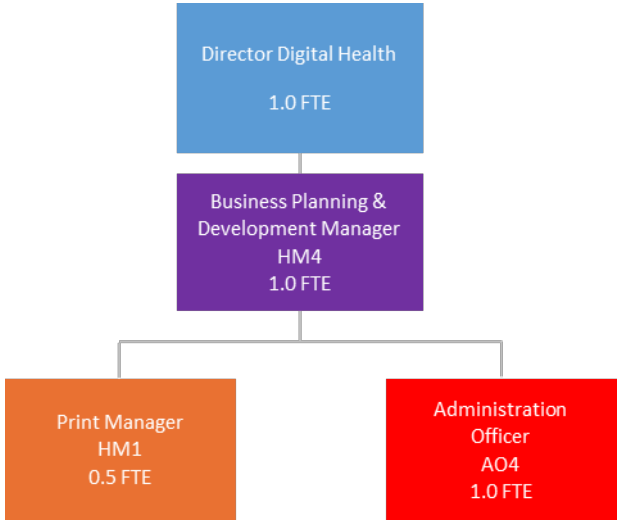


4.36 Proposed changes to positions – Research (Finance)

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Research Business Manager	HM3	Realigned to District Finance	Incumbent
Health Manager	Data & Finance Officer	HM2	Realigned to District Finance	Incumbent

4.37 Proposed Organisational Chart – Digital Health (Finance)

4.38 Current Organisational Chart – Digital Health (Finance)



4.39 Proposed changes to positions – Digital Health (Finance)

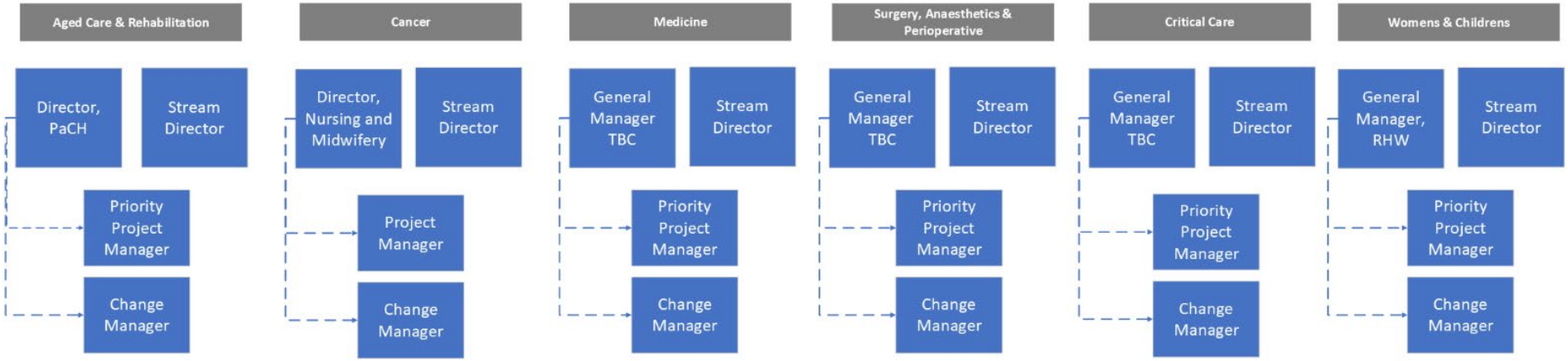
Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Business Planning & Development Manager	HM4	Realigned to District Finance	EOI & matching process
Health Manager	Print Manager (0.5 FTE)	HM1	Change of reporting line to Investment & Data Management Team	Incumbent
Administration Officer	Finance Administrative Officer	AO4	Delete position	Vacant

5. Clinical Streams

Clinical streams are incredibly important in ensuring we achieve our strategic priorities as outlined in *Exceptional Care, Healthier Lives.* We consistently hear from our community their concerns regarding the 'postcode lottery' and the inconsistent delivery of our services. Also, as we know there are a number of clinical challenges we will face as outlined in the *SESLHD Health Care Services Plan* that will require us to work together across the delivery to ensure our services are sustainable and the specialist workforce needs are met.

However the effectiveness of our Clinical Streams is often challenged by the authorising environment that they operate in. It is proposed to reorganise Clinical Stream structures to better facilitate decision making and implementation of programmes of work by pairing Clinical Directors with General Managers or Directors. This structural change, supported by largely existing project and change management resources, will ensure that priorities of the Clinical Streams are aligned with priorities of our operational executives, improving both the effectiveness of the streams and reducing the challenges around implementation.

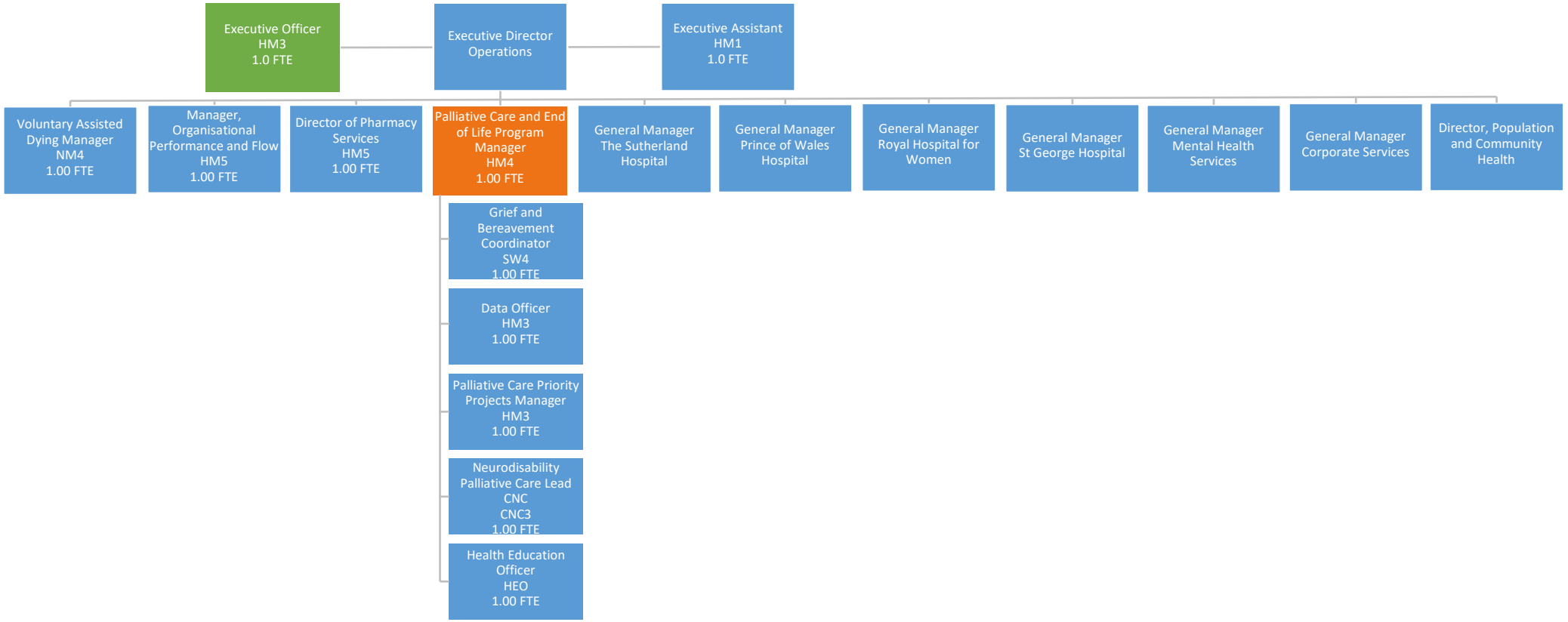
An indicative structure of how this will work is included below:



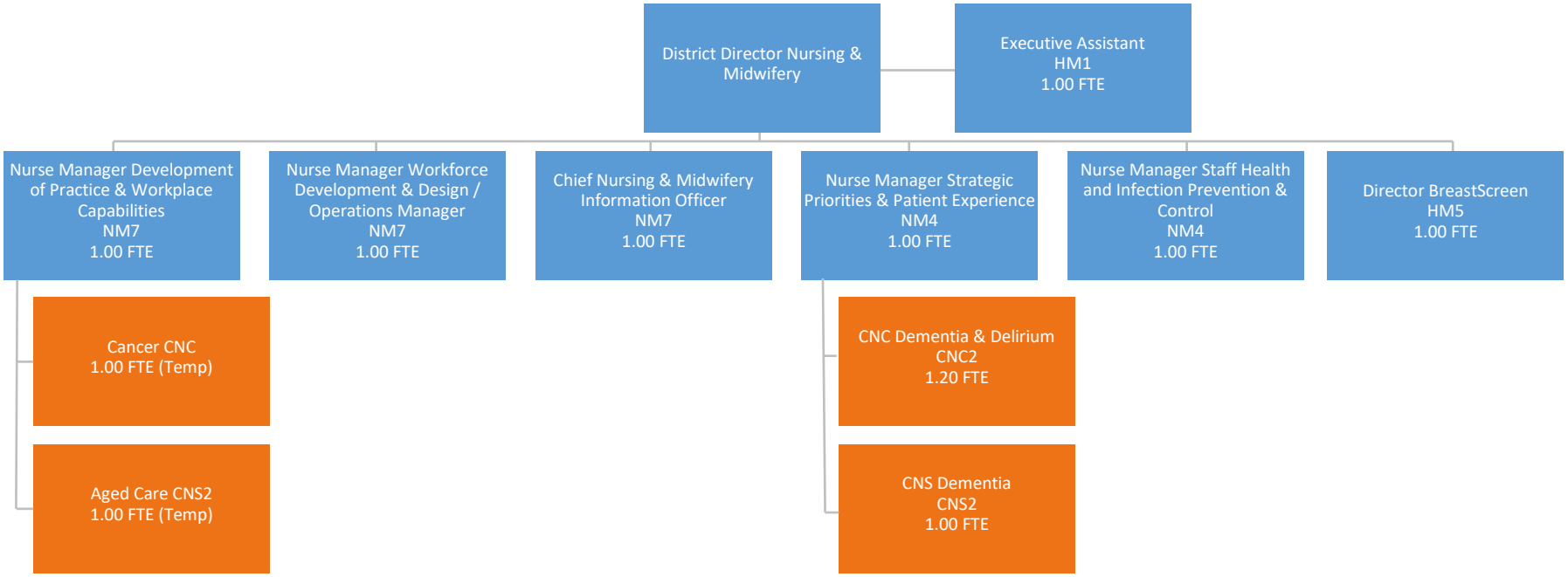
As detailed, the resources supporting the Clinical Streams will include: the Priorities Project Manager role, currently embedded within most sites and services and working in partnership with the leadership team; and a Change Manager role, currently working in partnership with the clinical streams across a majority of the project initiatives underway. The Priorities Project Manager will continue to balance their current site based responsibilities and will work in partnership with the GM/Director to prioritise activities. Change Manager positions have a district wide remit and are therefore positioned appropriately to work with key stakeholders across the district to deliver stream priorities. The alignment of a specific Change Manager to each 'Stream Team' will ensure continuity and consistency in project delivery and stakeholder engagement.

It is expected that the GM/Director, Medical Co-Director, Project Manager and Change Manager will work together to support delivery of defined clinical stream priorities. The purpose of this approach is to ensure robust project management and change management approaches are undertaken for priority projects across all relevant sites and services within the district. The combination of project and change management dedicated to each stream with consistent and complementary skillsets will ensure the successful delivery of change.

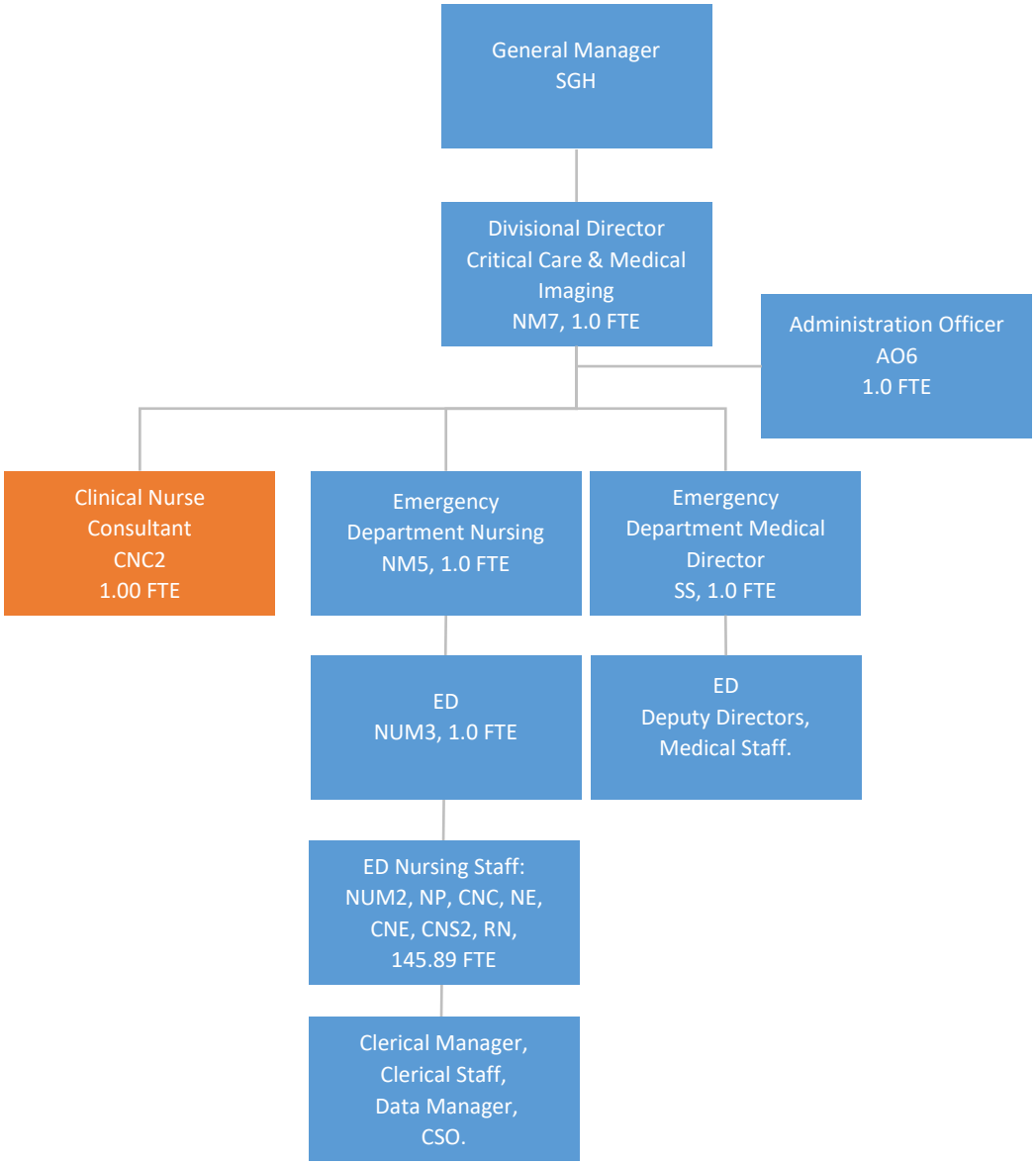
5.1 Proposed Organisational Chart – Clinical Streams



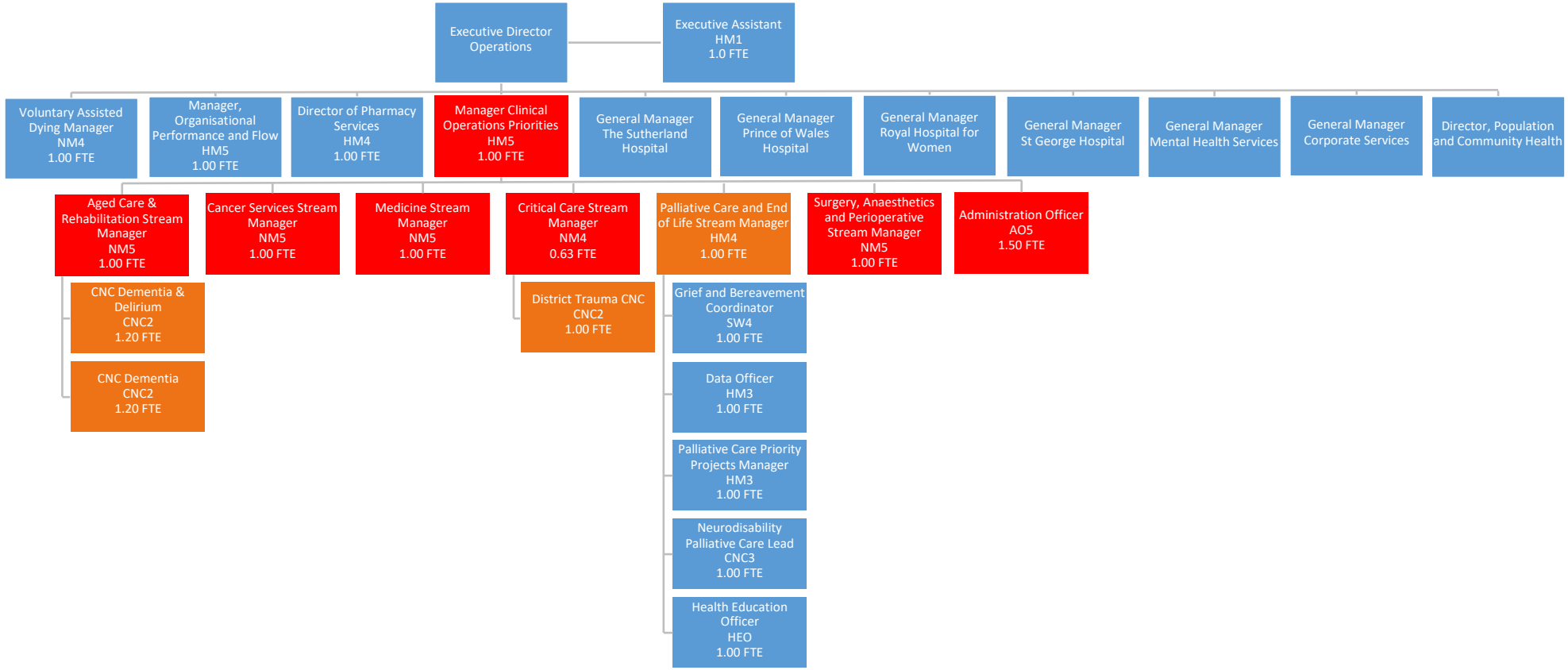
5.2 Proposed Organisational Chart – District Nursing & Midwifery – positions transferred from Clinical Streams



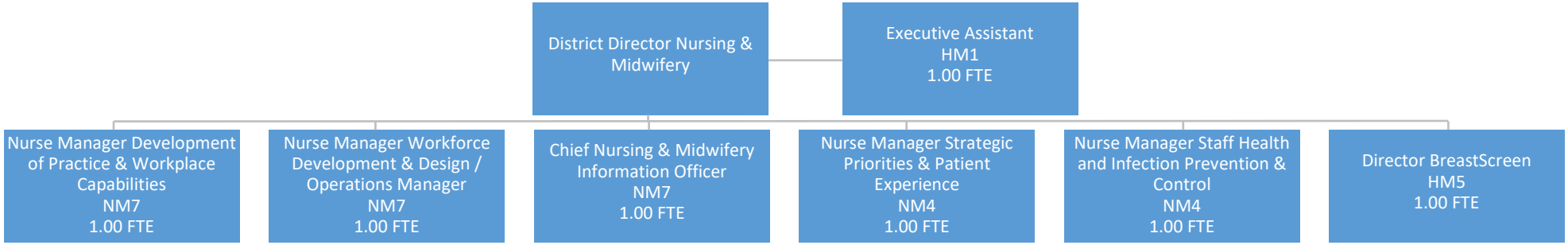
5.3 Proposed Organisational Chart – Division of Critical Care & Medical Imaging – Emergency Department, St George Hospital



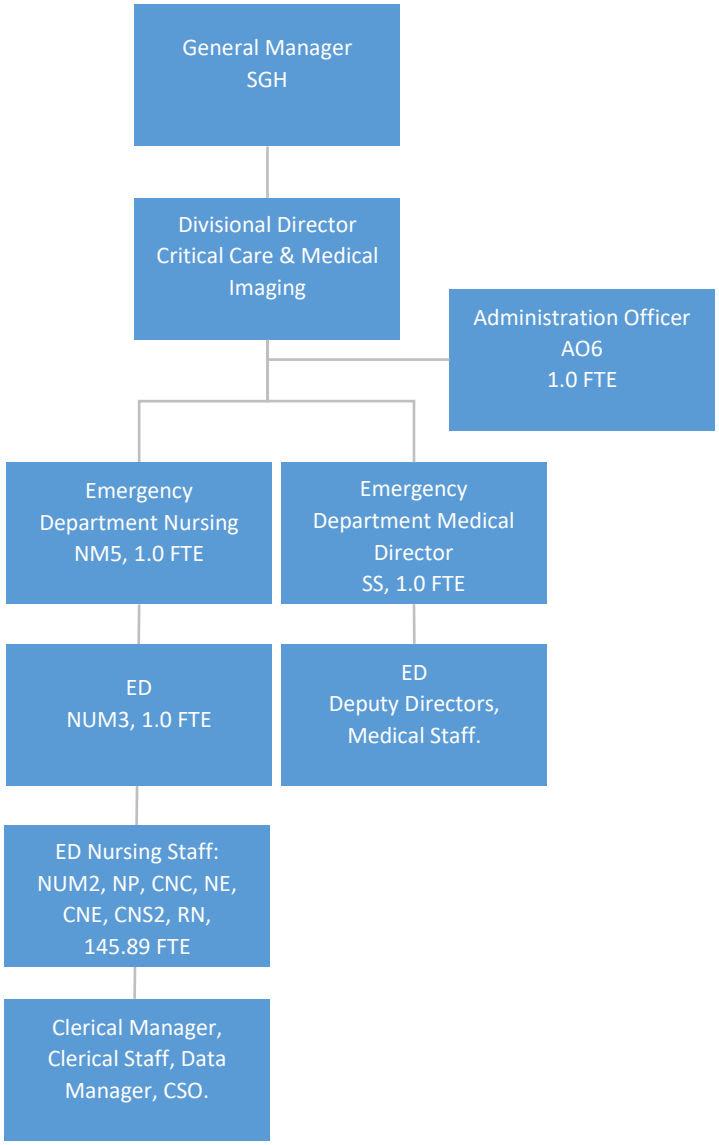
5.4 Current Organisational Chart – Clinical Streams



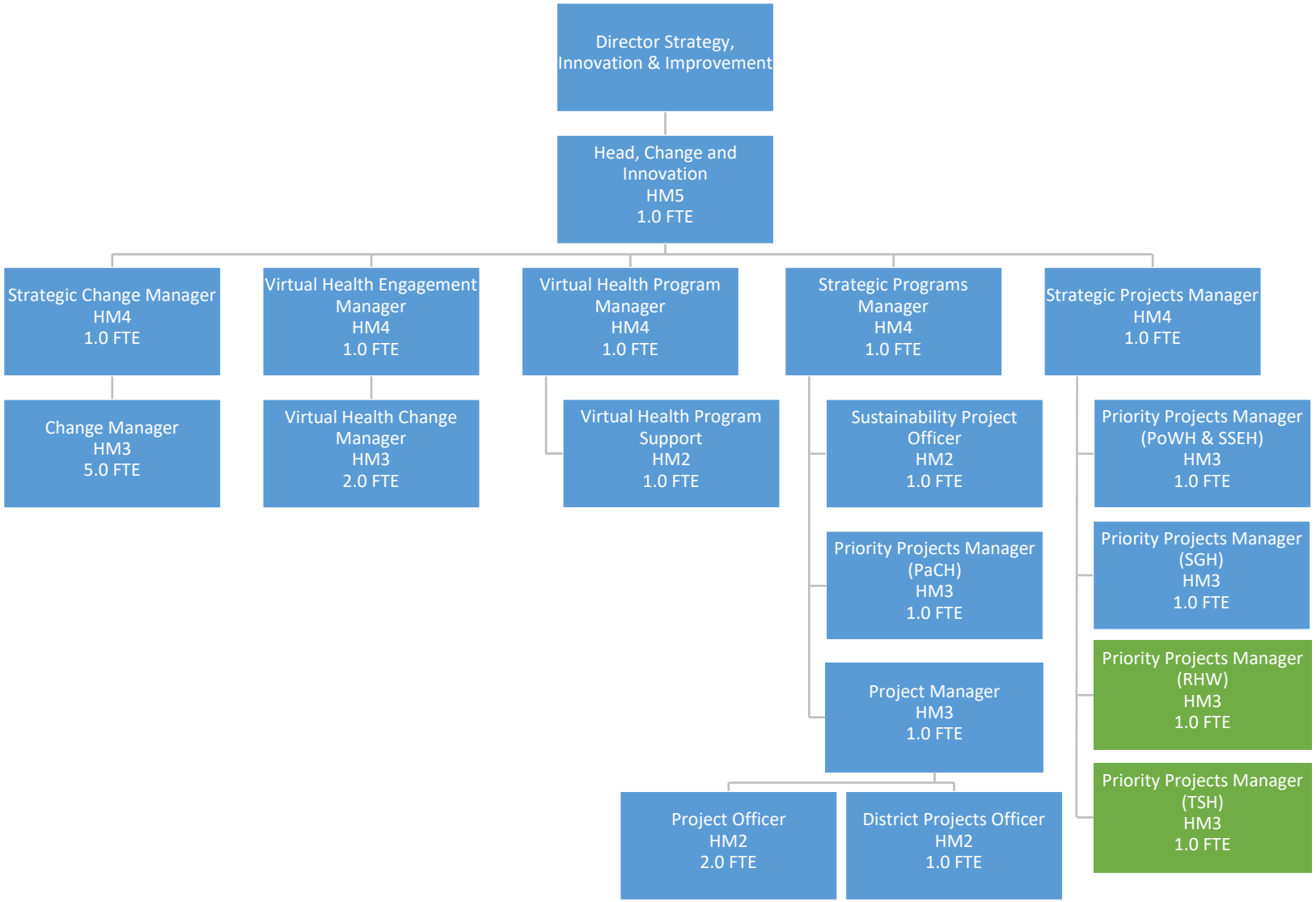
5.5 Current Organisational Chart – District Nursing & Midwifery



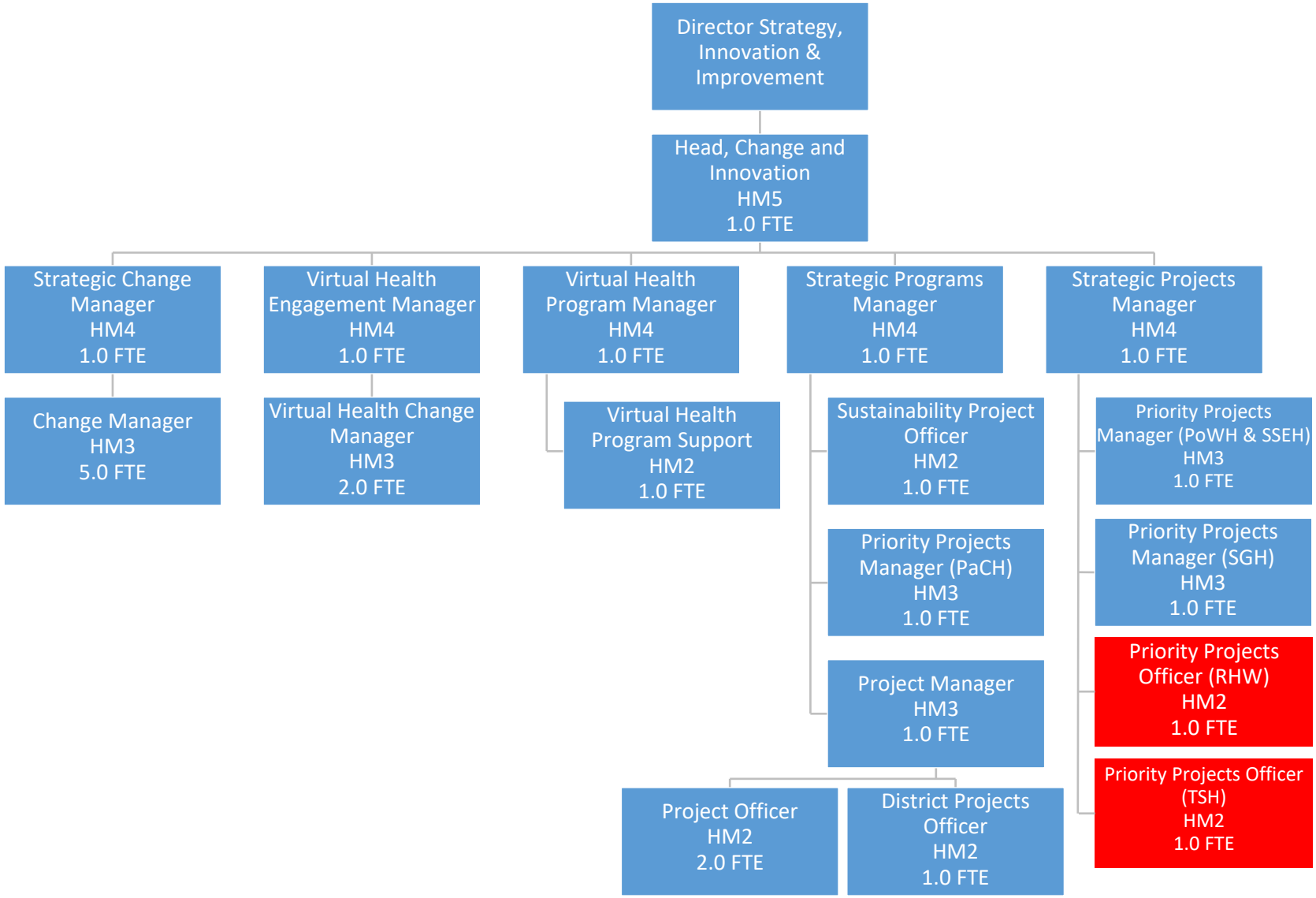
5.6 Current Organisational Chart – Division of Critical Care & Medical Imaging – Emergency Department, St George Hospital



5.7 Proposed Organisational Chart – Change & Innovation



5.8 Current Organisational Chart – Change & Innovation



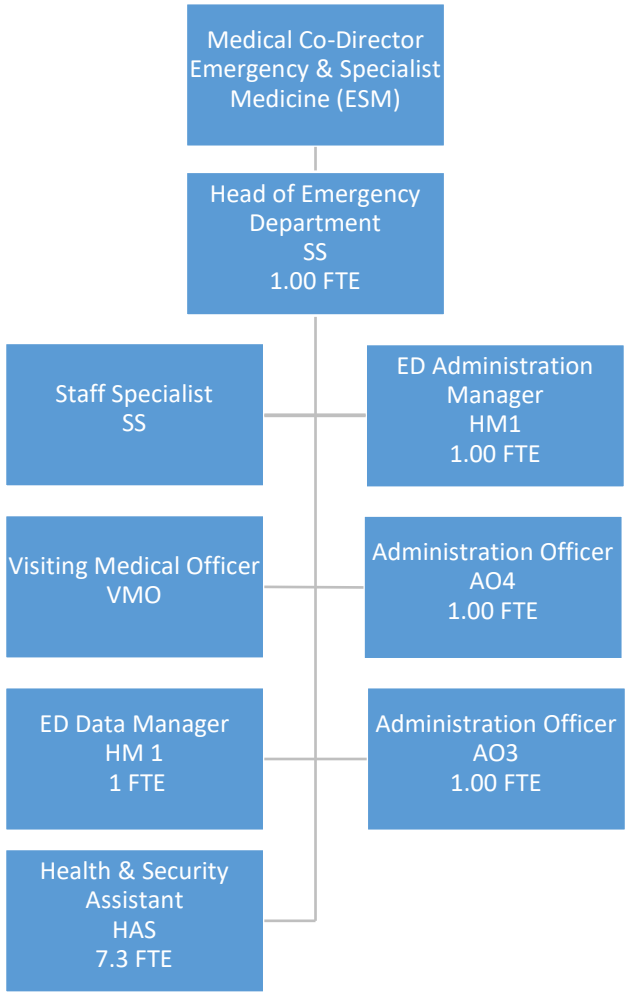
5.9 Proposed changes to positions – Clinical Streams

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Manager Clinical Operations Priorities	HM5	Position deleted	Incumbent
Nurse Manager	Aged Care & Rehabilitation Stream Manager	NM5	Position deleted	Incumbent
Nurse Manager	Cancer Services Stream Manager	NM5	Position deleted	Incumbent
Nurse Manager	Medicine Stream Manager	NM5	Position deleted	Incumbent
Nurse Manager	Critical Care Stream Manager	NM4	Position deleted	Incumbent
Nurse Manager	Surgery, Anesthetics & Perioperative Stream Manager	NM5	Position deleted	Incumbent
Administration Officer	Administration Officer	AO5	Position deleted	Incumbent
Nurses	Clinical Nurse Specialist (Aged Care)	CNS2	Realigned to Nurse Manager Development of Practice & Workplace Capabilities	Incumbent
Nurse	District Trauma Clinical Nurse Consultant	CNC2	Realigned to St George Hospital Divisional Director Clinical Care and Medical Imaging	Incumbent

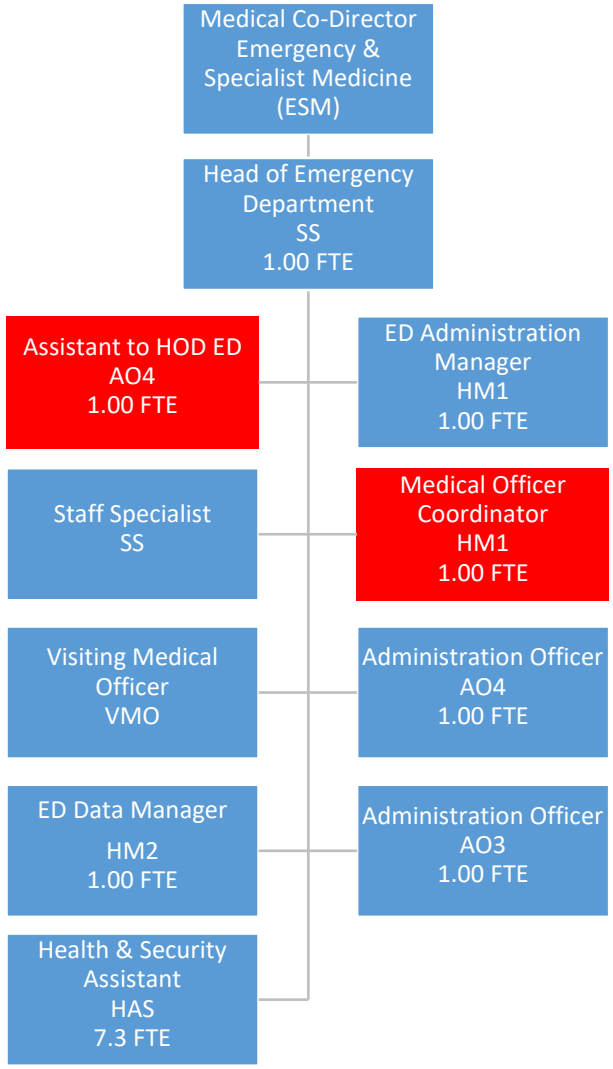
Nurse	Dementia & Delirium Clinical Nurse Consultant	CNC2	Realigned to Nurse Manager Strategic Priorities & Patient Experience, District Nursing and Midwifery	Incumbent
Nurse	Clinical Nurse Specialist Dementia	CNS2	Realigned to Nurse Manager Strategic Priorities & Patient Experience, District Nursing and Midwifery	Incumbent
Nurse	Clinical Nurse Consultant - Cancer	CNC1	Realigned to Nurse Manager Development of Practice & Workplace Capabilities	Incumbent
Health Manager	Executive Officer	HM3	New position	Create
Health Manager	Priority Project Officer (2FTE)	HM2	Positions deleted	Incumbents
Health Manager	Priority Projects Manager (2FTE)	HM3	New Position	Create

6. Other Restructures

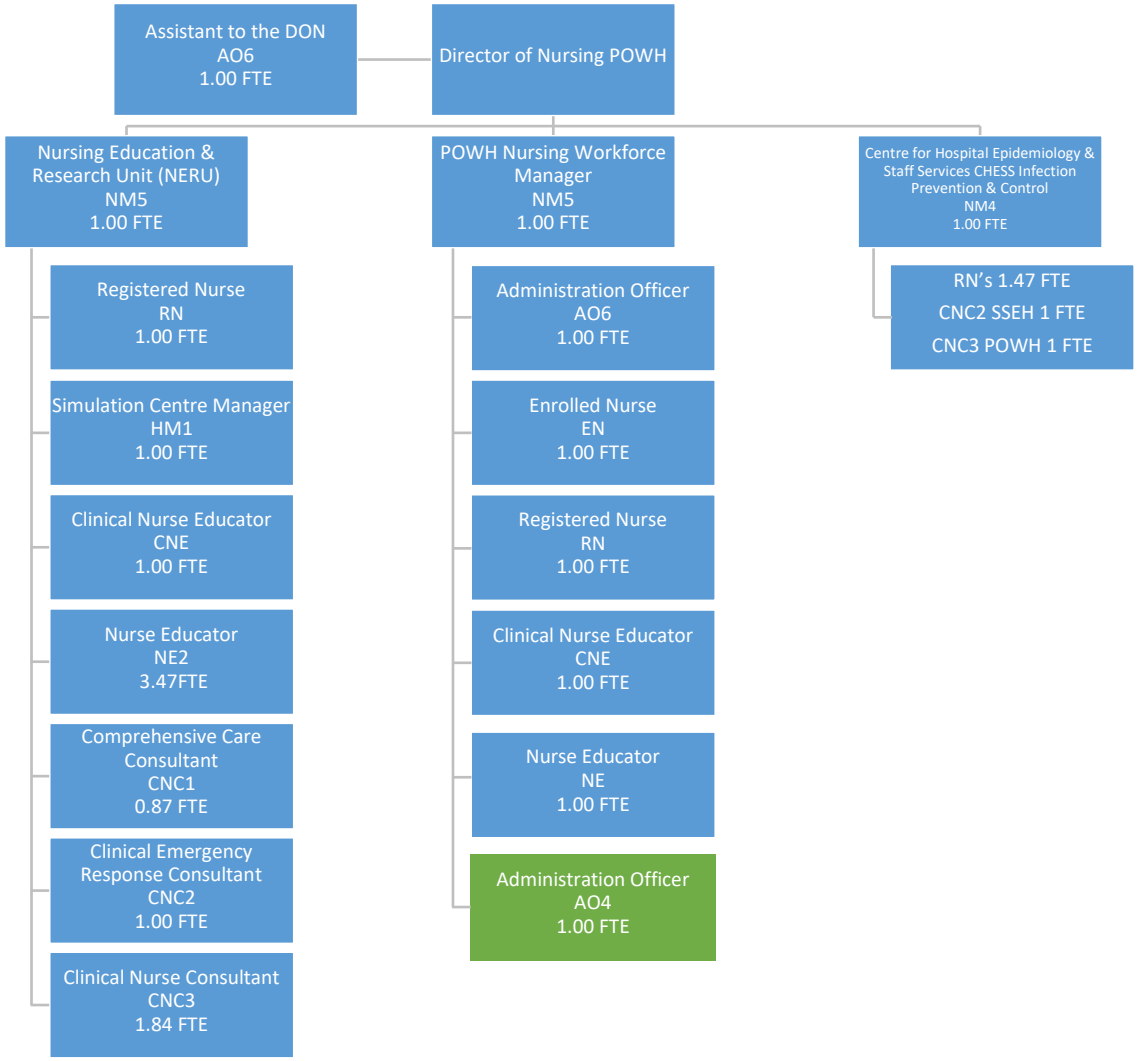
6.1 Proposed Organisational Chart – POWH Emergency Department



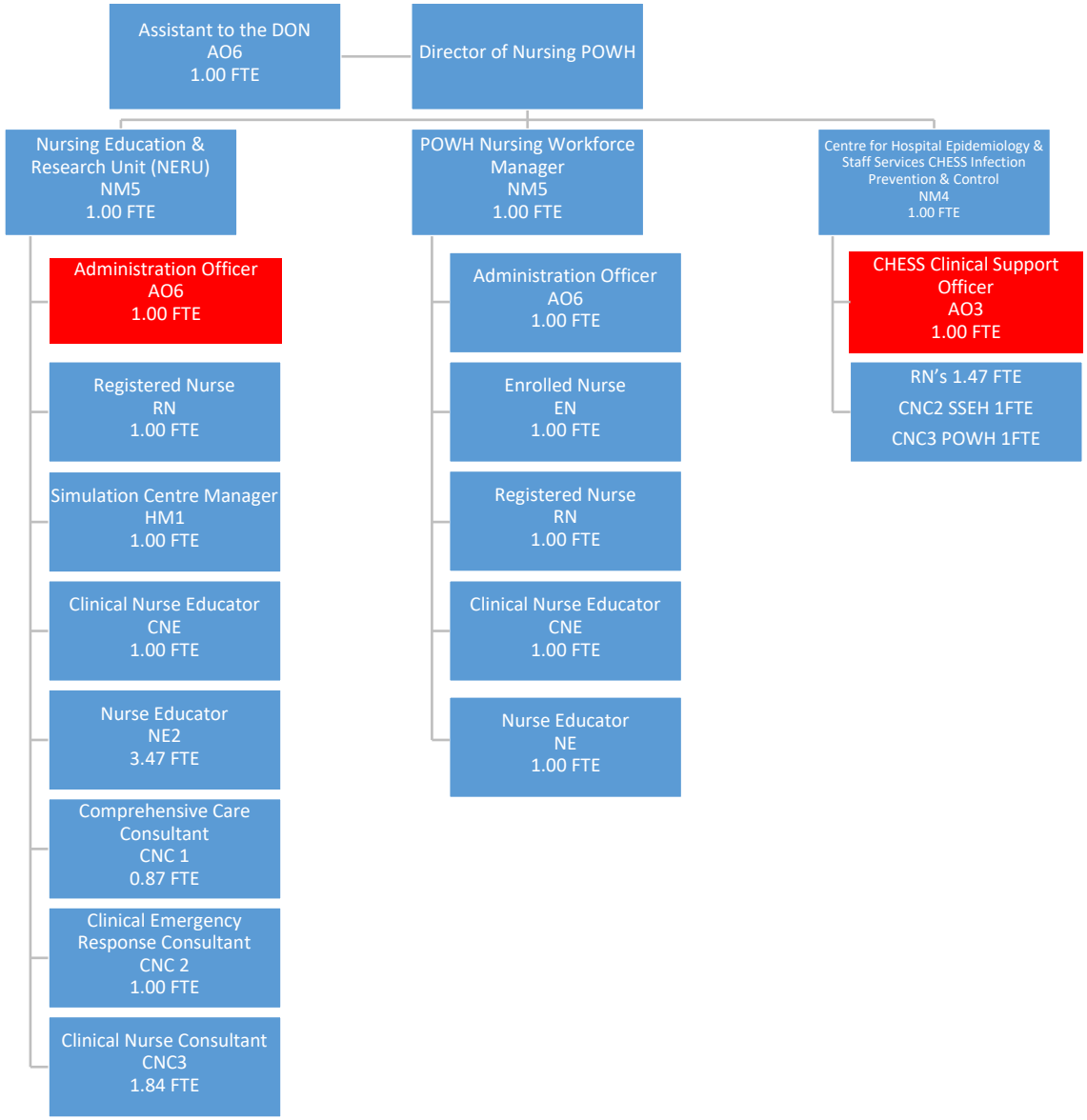
6.2 Current Organisational Chart – POWH Emergency Department



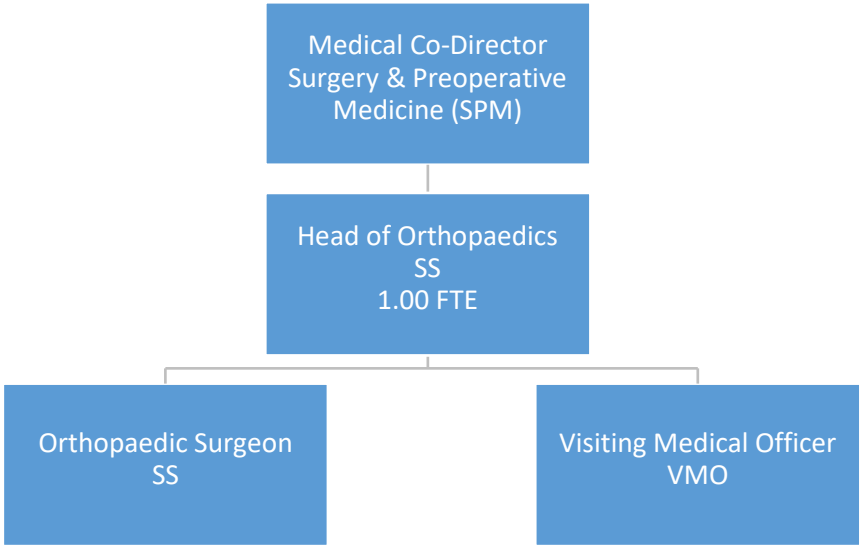
6.3 Proposed Organisational Chart - POWH Nursing



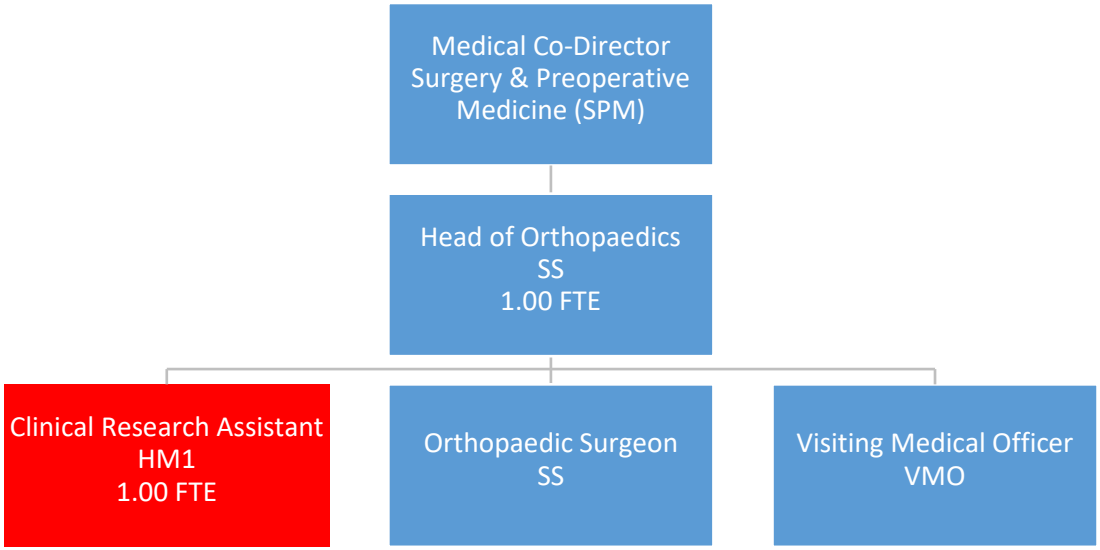
6.4 Current Organisational Chart – POWH Nursing



6.5 Proposed Organisational Chart – POWH Orthopaedics



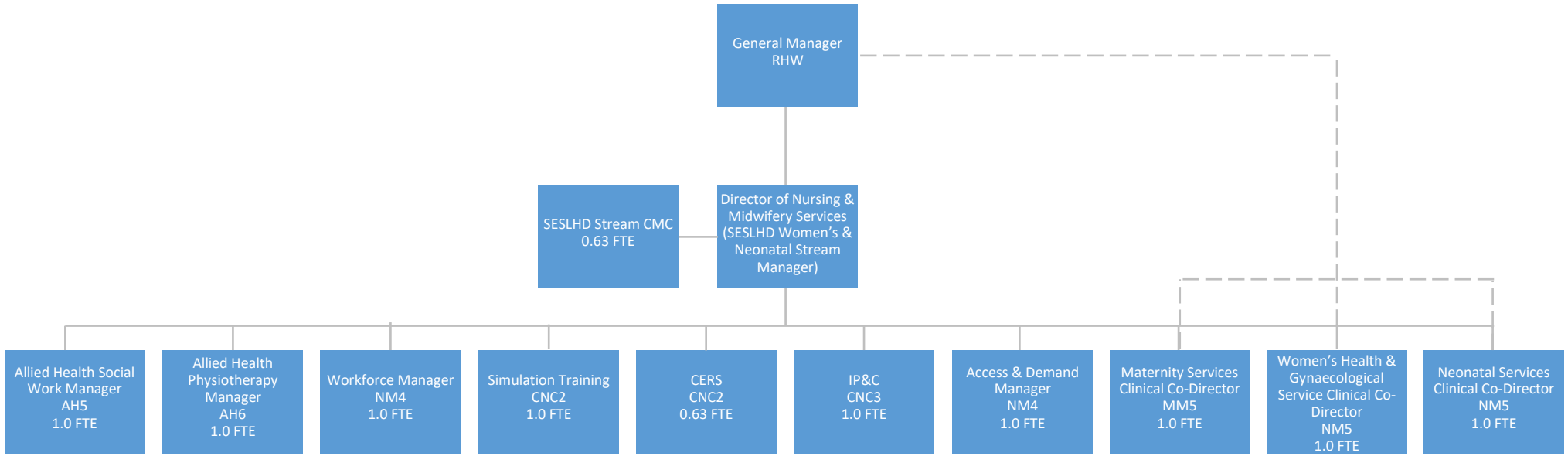
6.6 Current Organisational Chart – POWH Orthopaedics



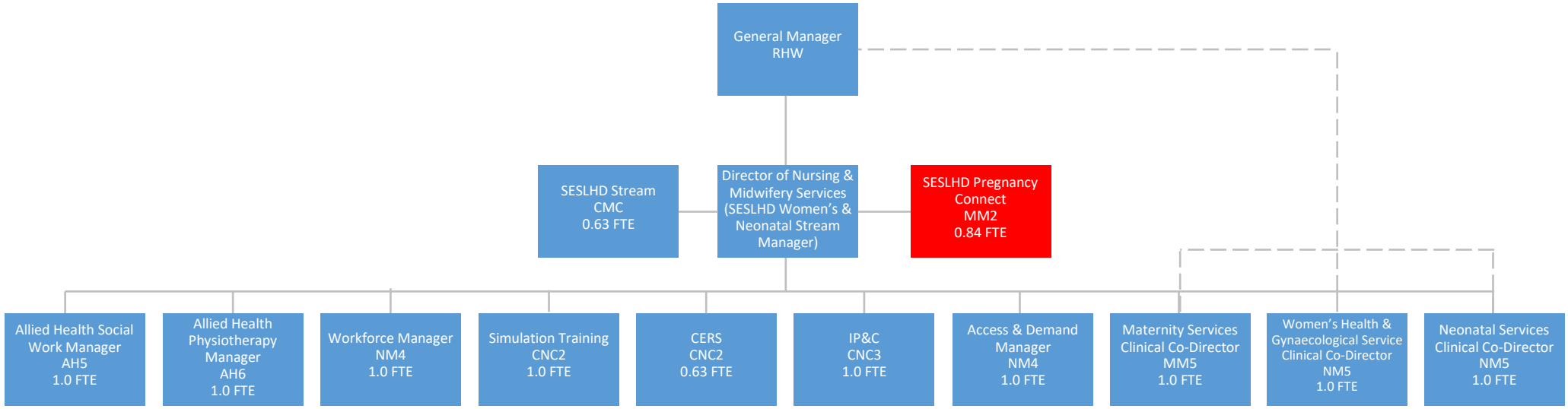
6.7 Proposed changes to positions – Prince of Wales Hospital

Role Type	Position	Grade	Nature of Change	Comments
Administration Officer	Clinical Support Officer CHESS	AO3	Position deleted	Incumbent
Health Manager	Clinical Research Assistant	HM1	Position deleted	Incumbent
Health Manager	Emergency Department Medical Officer Coordinator	HM1	Position deleted	Incumbent
Administration Officer	Emergency Department Administrative Support	AO4	Position deleted	Incumbent
Administration Officer	Administration Officer, POWH Nursing	AO4	New position	Create
Administration Officer	Administration Officer NERU	AO6	Position deleted	Incumbent

6.8 Proposed Organisational Chart – RHW Nursing and Midwifery



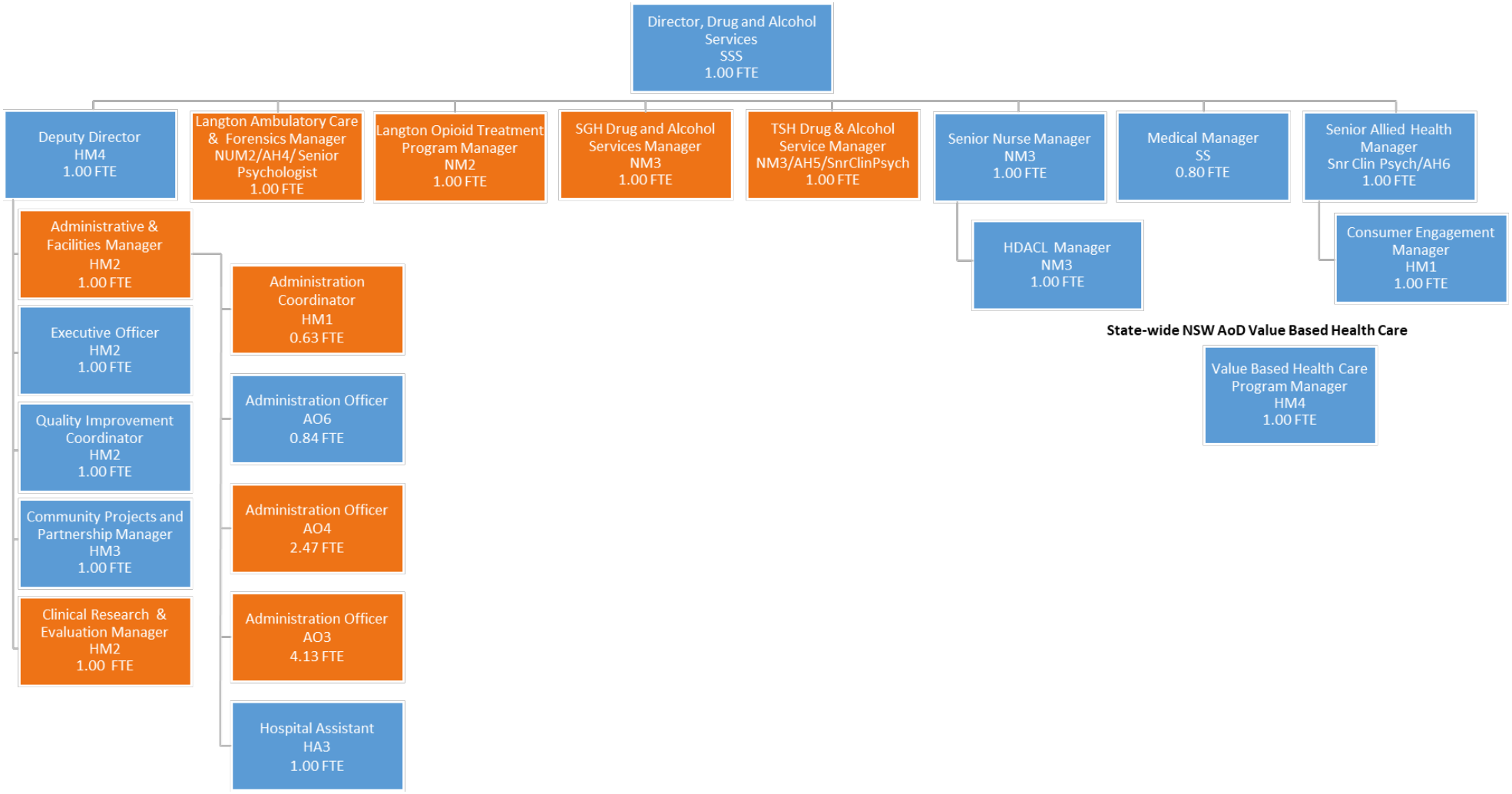
6.9 Current Organisational Chart – RHW Nursing and Midwifery



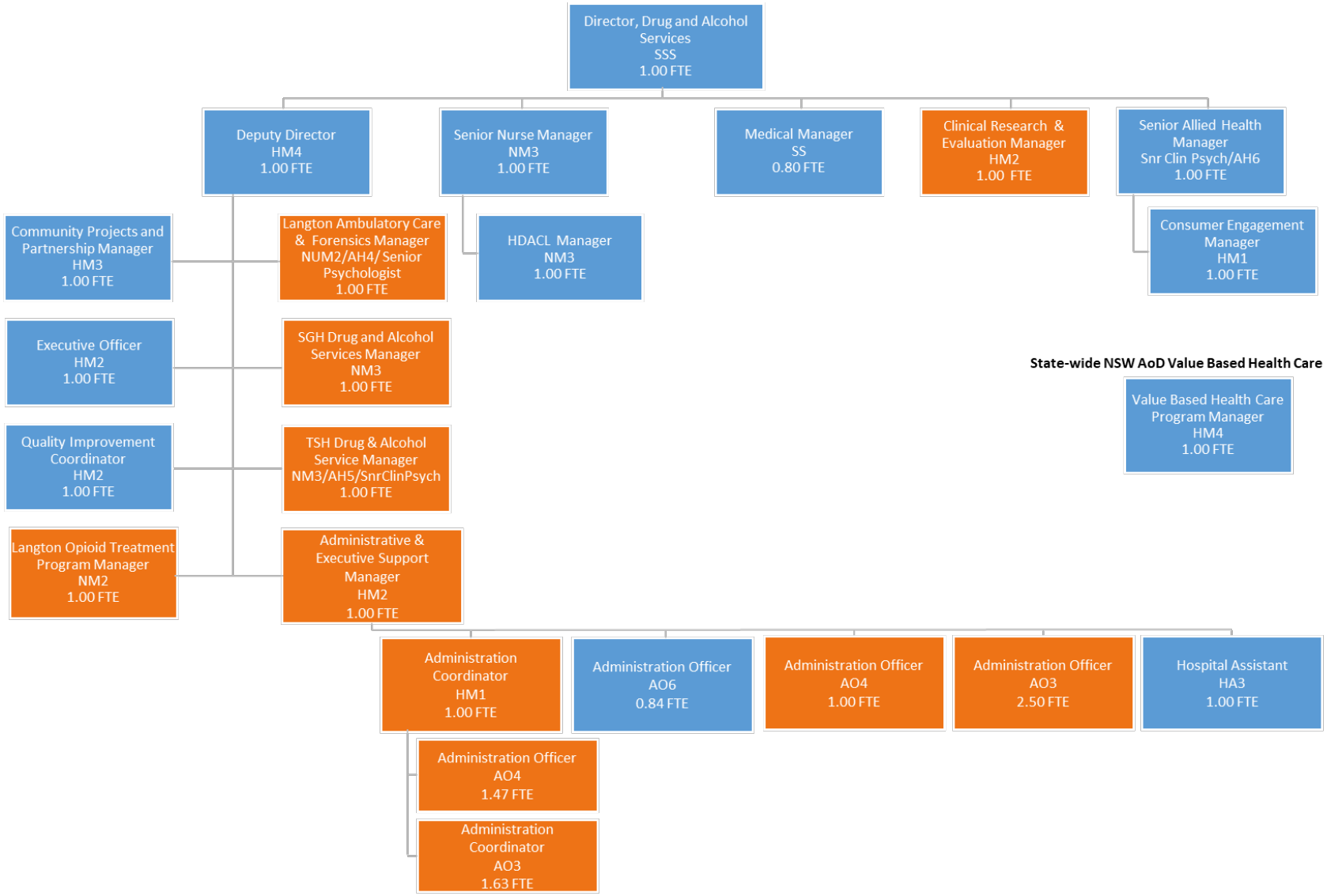
6.10 Proposed changes to positions – Royal Hospital for Women

Role Type	Position	Grade	Nature of Change	Comments
Midwife	Pregnancy Connect Midwifery Manager	MM 2	Position deleted	Incumbent

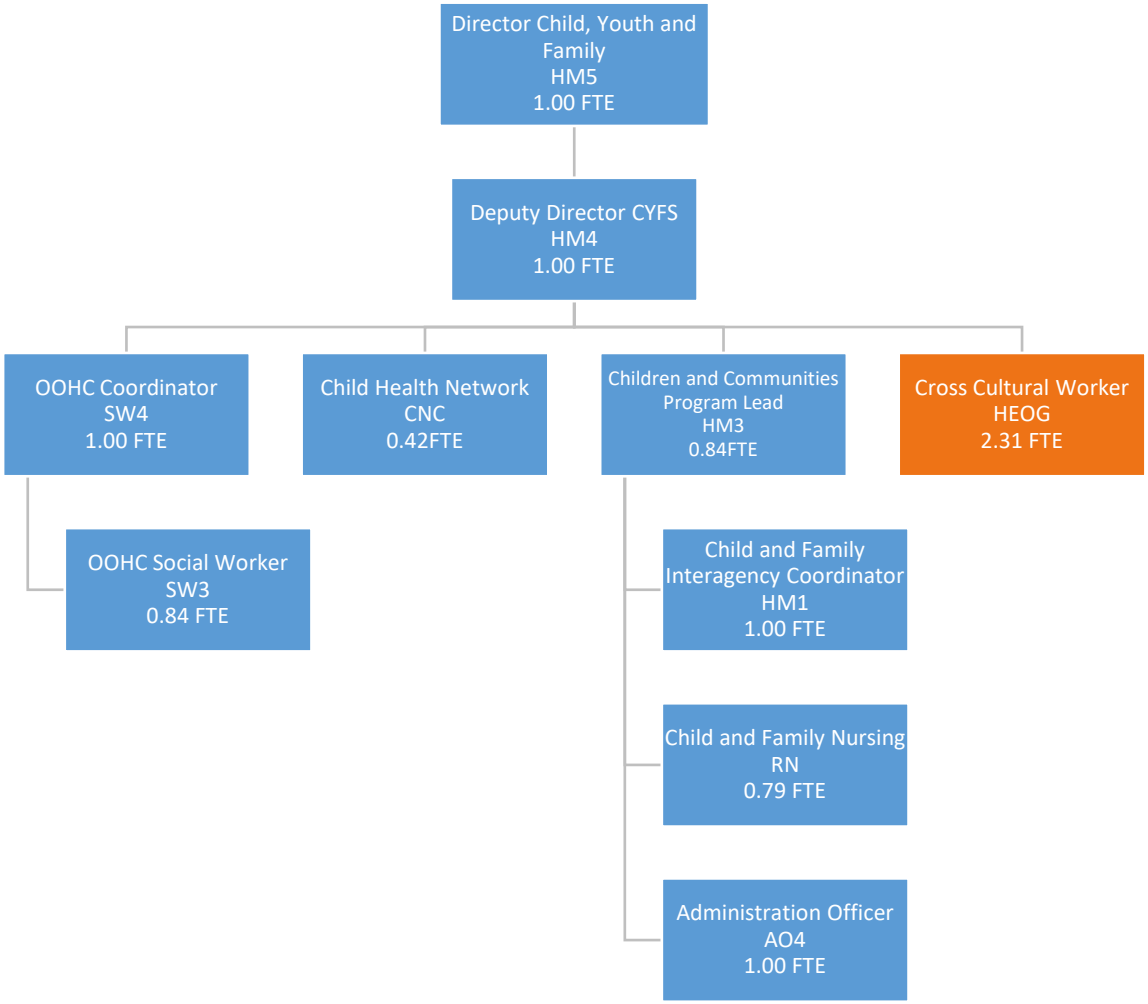
6.11 Proposed Organisational Chart – Drug and Alcohol Services, Population & Community Health



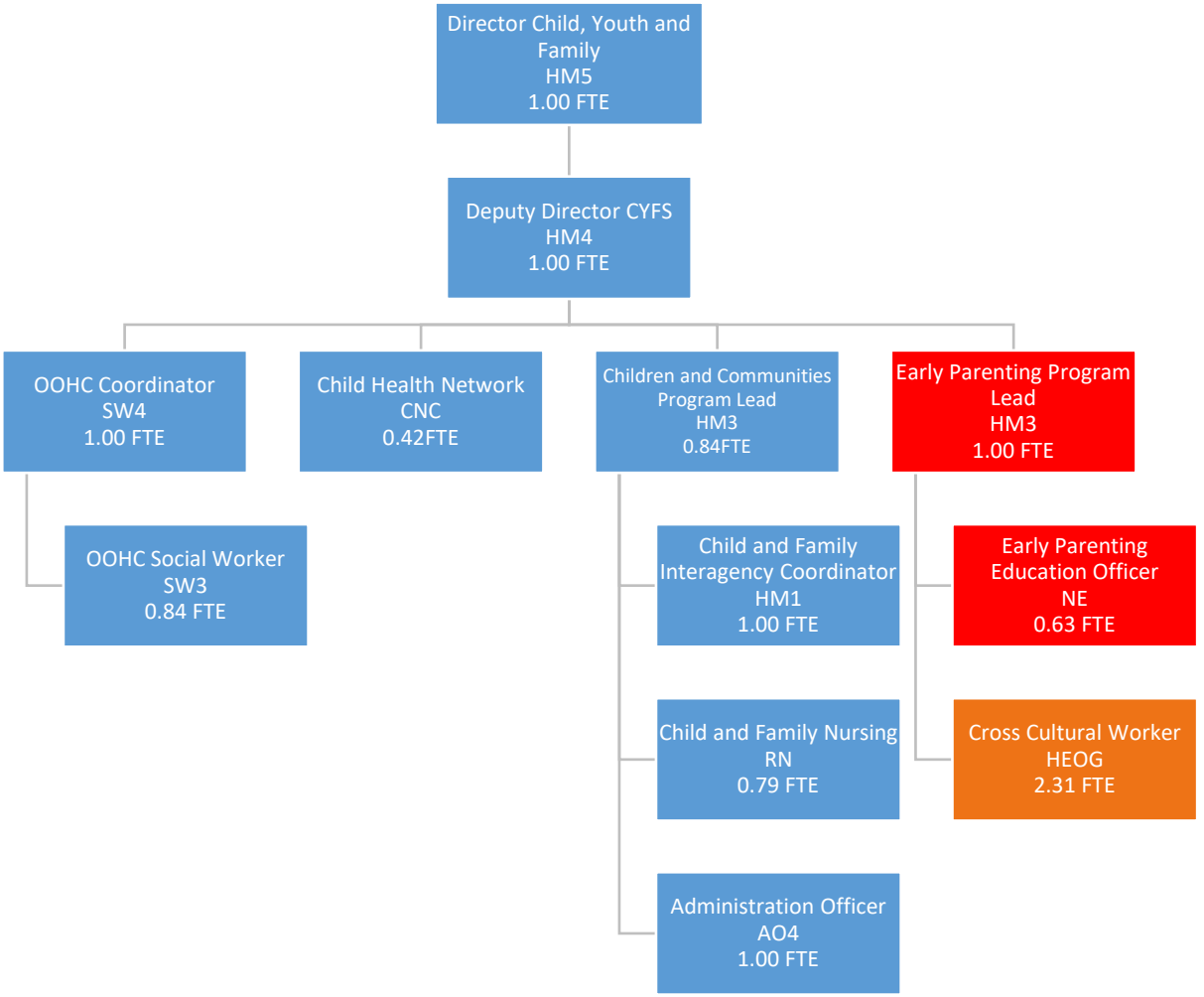
6.12 Current Organisational Chart – Drug and Alcohol Services, Population & Community Health



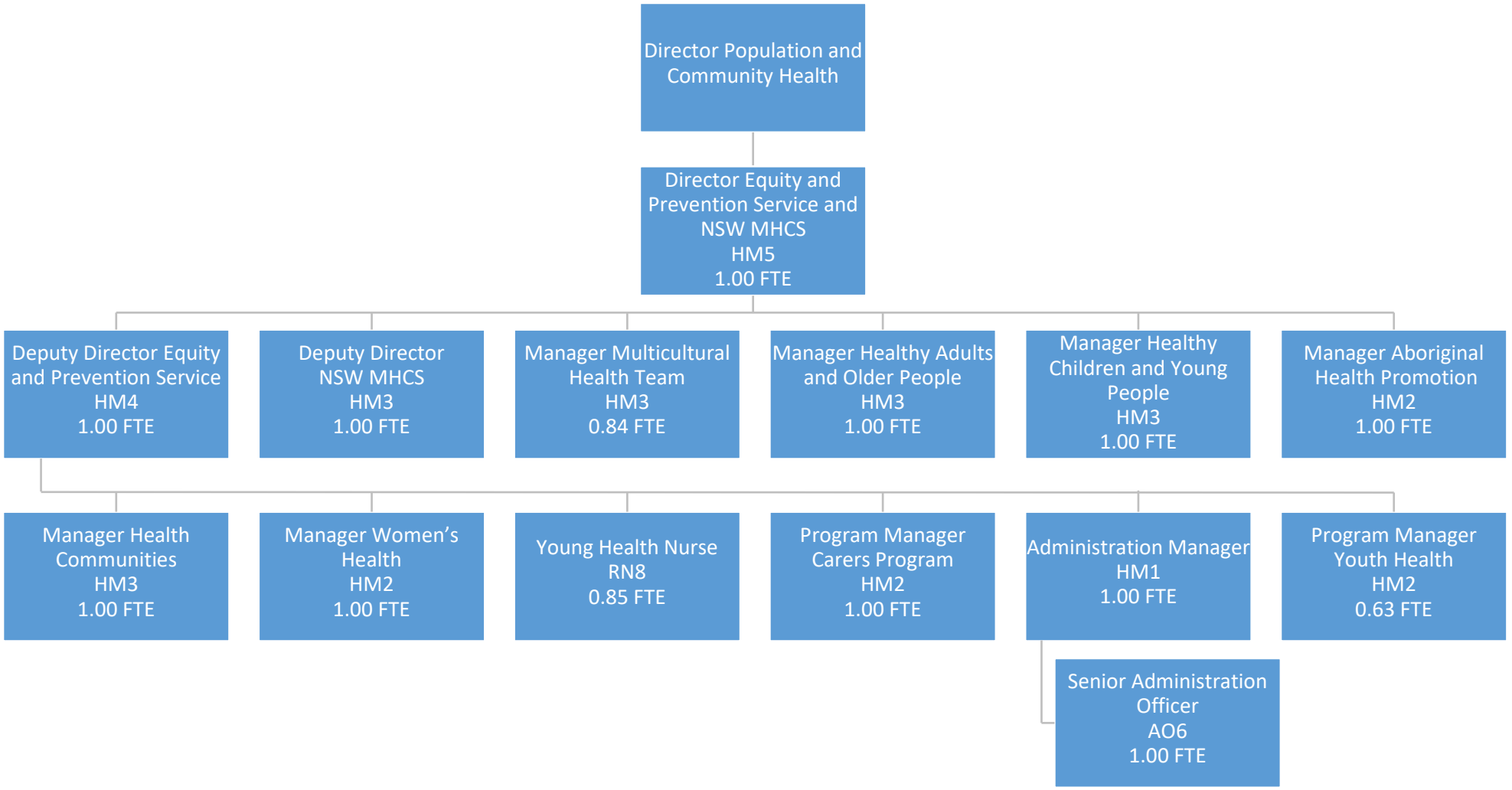
6.13 Proposed Organisational Chart – Child Youth and Family Service, Population & Community Health



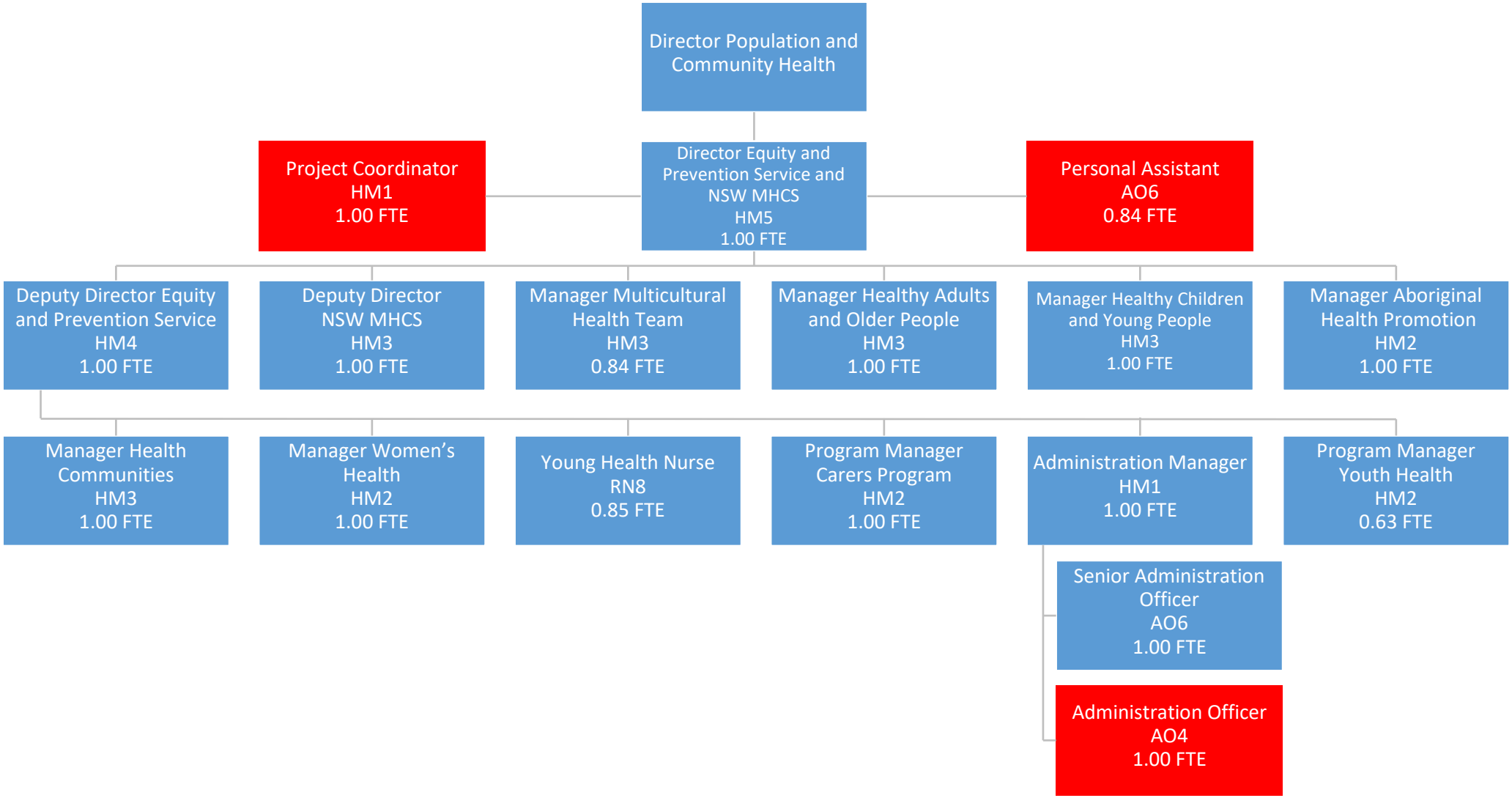
6.14 Current Organisational Chart – Child Youth and Family Service, Population & Community Health



6.15 Proposed Organisational Chart – Equity and Prevention Service, Population & Community Health

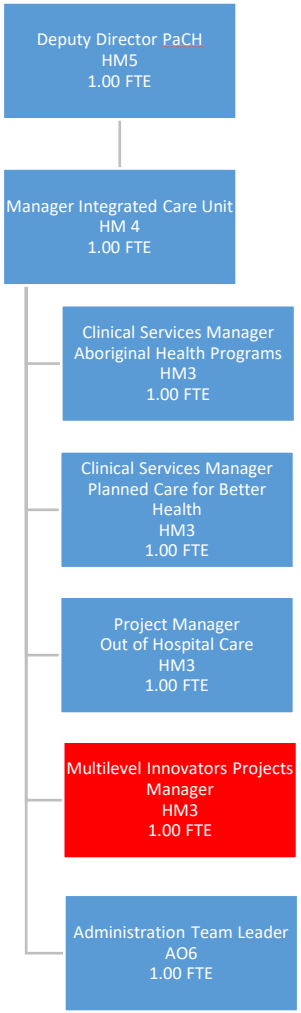


6.16 Current Organisational Chart – Equity and Prevention Service, Population & Community Health

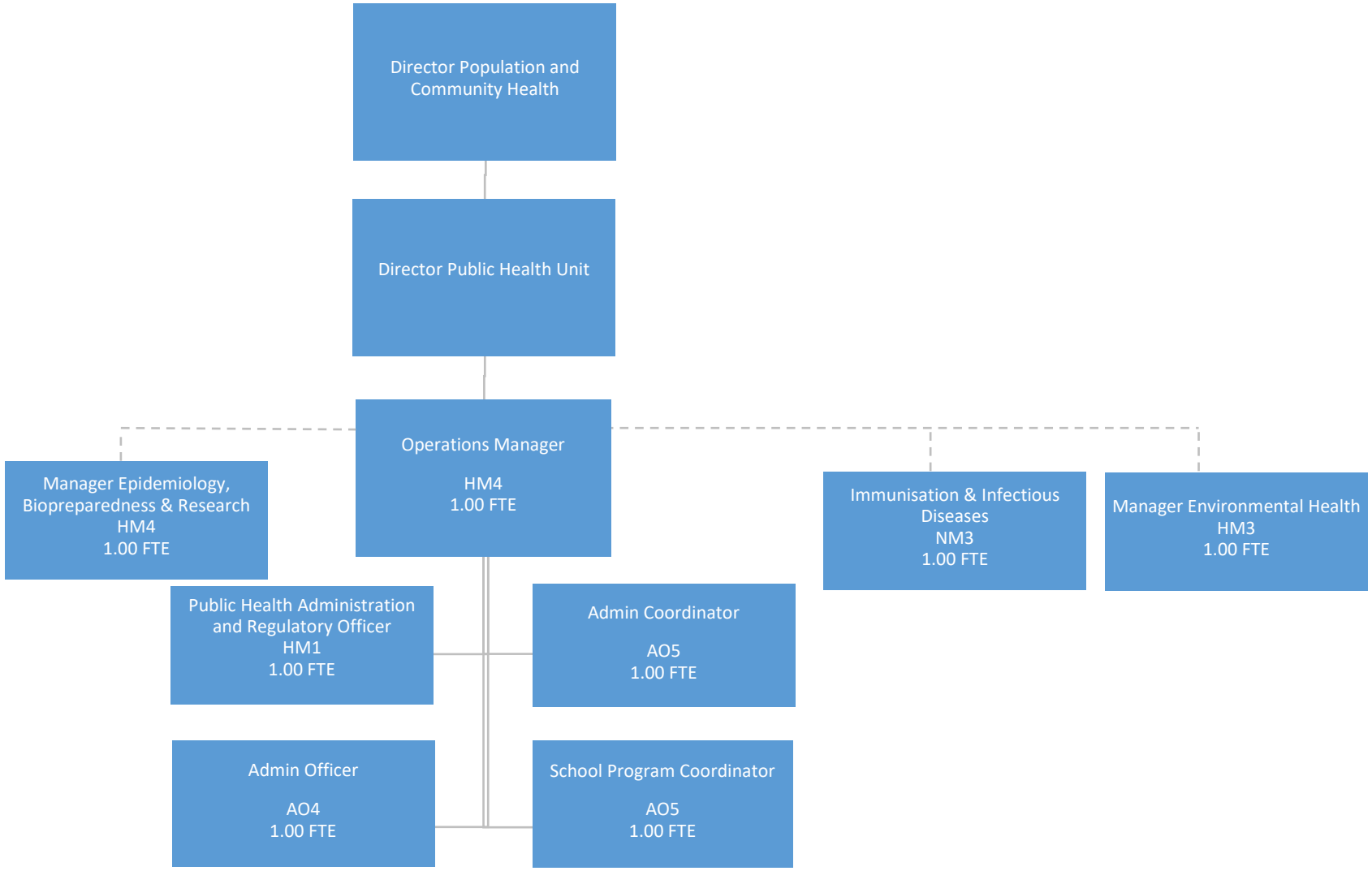


6.17 Proposed Organisational Chart – Integrated Care Unit, Population & Community Health

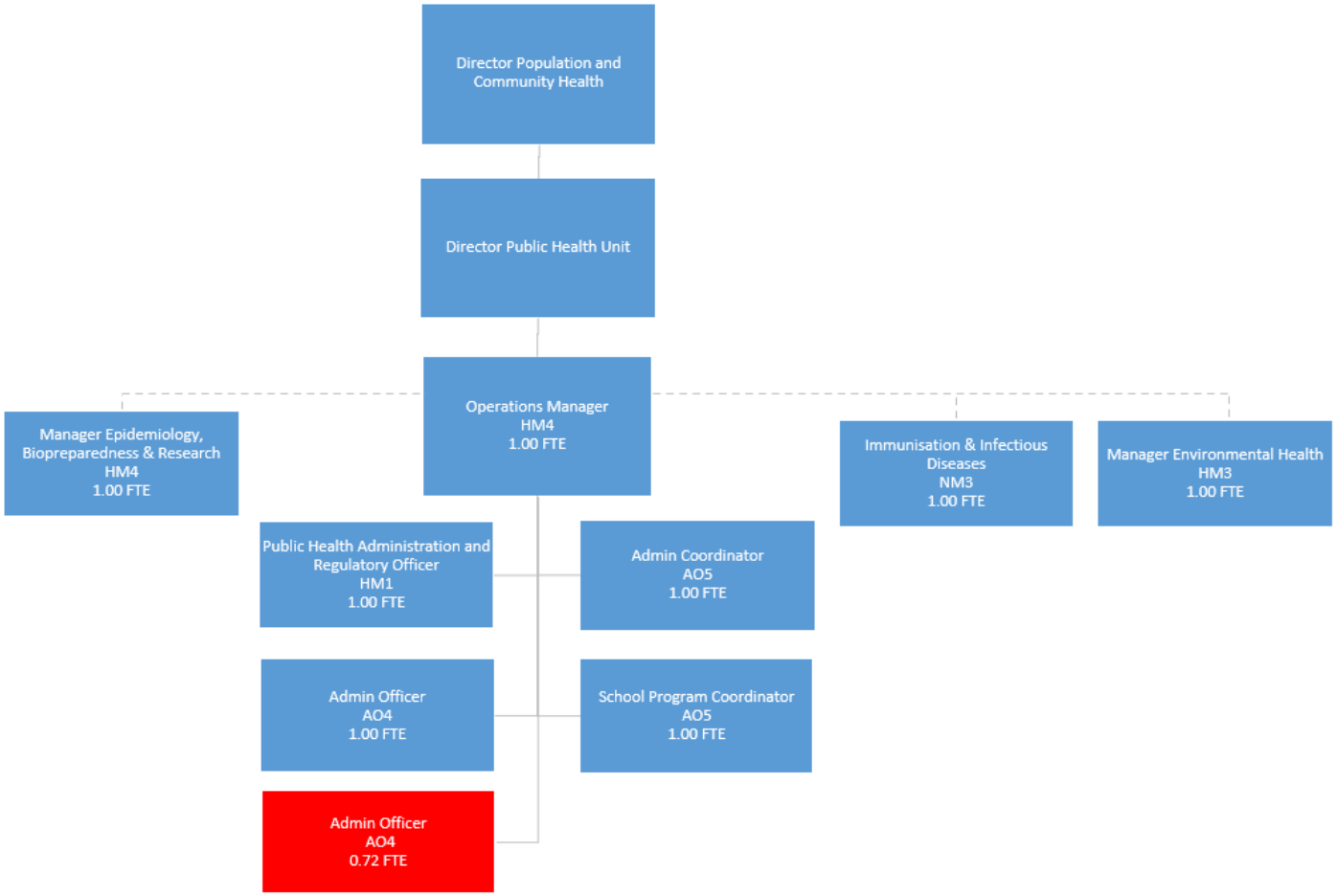
6.18 Current Organisational Chart – Integrated Care Unit, Population & Community Health



6.19 Proposed Organisational Chart - Public Health Unit, Population & Community Health



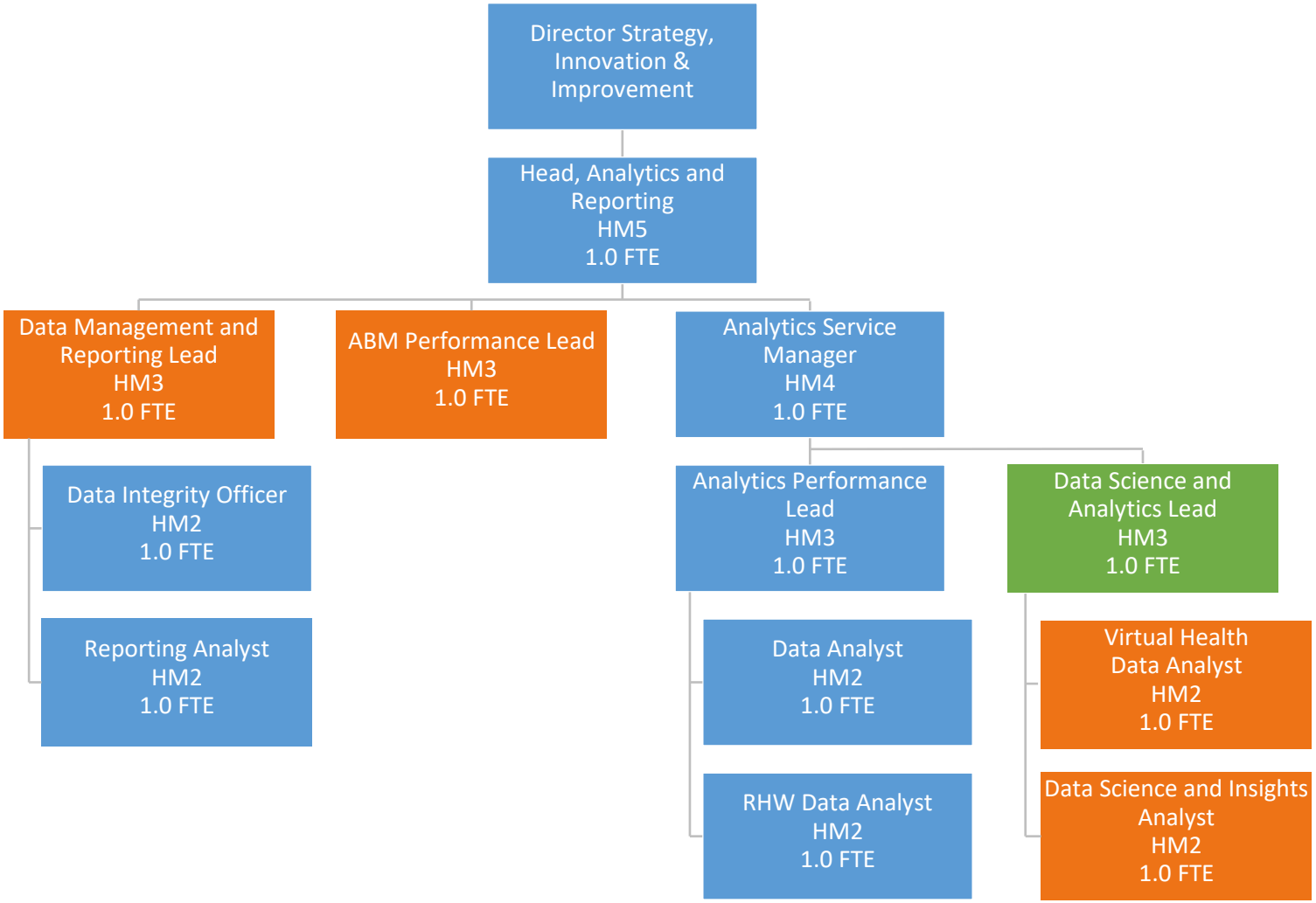
6.20 Current Organisational Chart – Public Health Unit, Population & Community Health



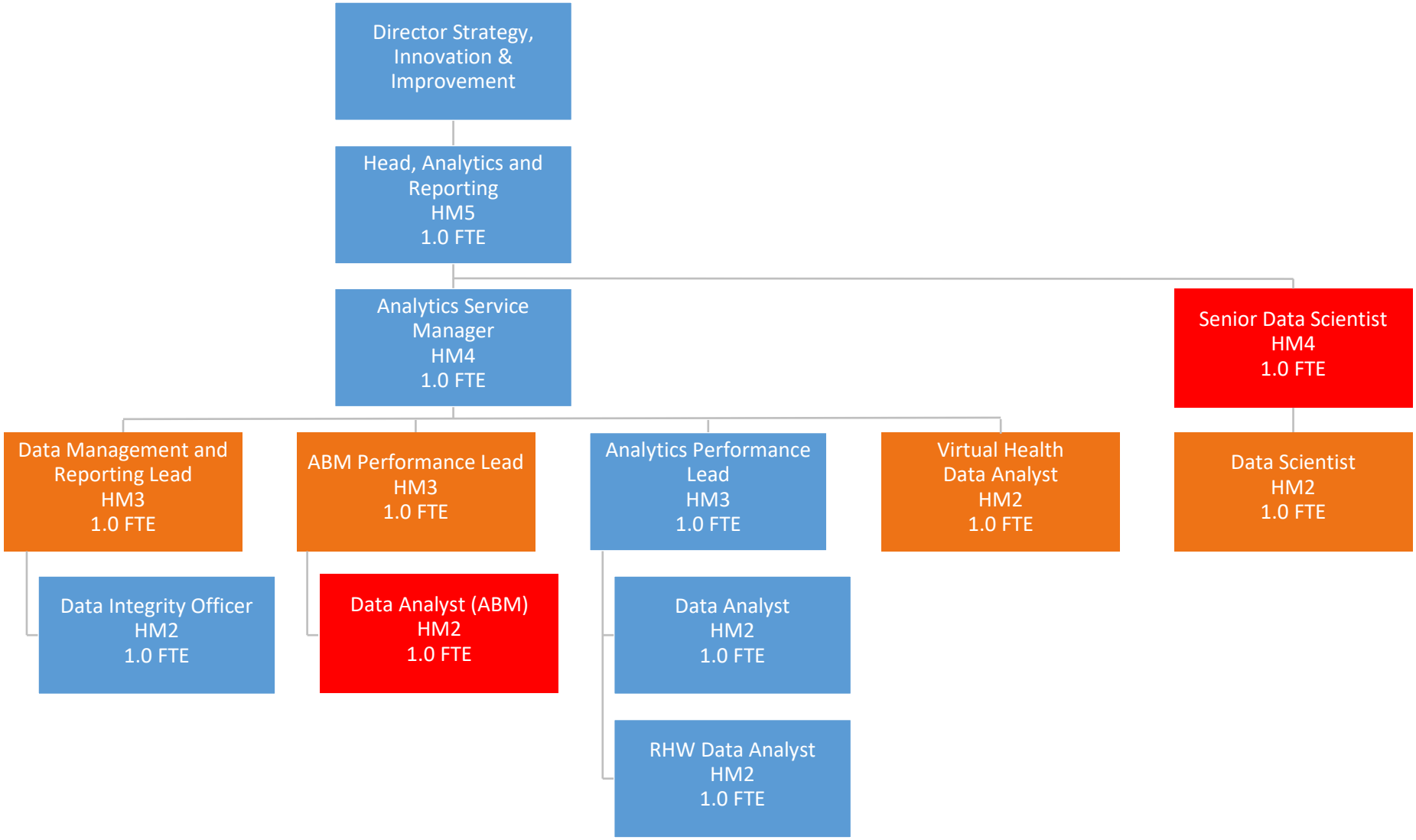
6.21 Proposed changes to positions – Population and Community Health

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Early Parenting Program Lead CY&F	HM3	Position deleted	Incumbent
Nurse Educator	Early Parenting Education Officer CY&F	NE1	Position deleted	Incumbent
Administration Officer	Personal Assistant to the Director - Equity	AO6	Position deleted	Incumbent
Health Manager	Project Coordinator - Equity	HM1	Position deleted	Incumbent
Administration Officer	Administration Officer – Equity	AO4	Position deleted	Incumbent
Health Manager	Multilevel Innovators Project Manager	HM3	Position deleted	Incumbent
Administration Officer	Administrative Officer – Public Health	AO4	Position deleted	Incumbent
Various	Drug & Alcohol positions	Various	Change of reporting lines only	Incumbents
Health Education Officer	Cross Cultural Worker	HEOG	Change of reporting line	Incumbent
Health Manager	Administrative and Executive Support Manager	HM2	Change of position title to 'Administrative and Facilities Manager'	Incumbent

6.22 Proposed Organisational Chart – Analytics & Reporting, Strategy, Innovation & Improvement



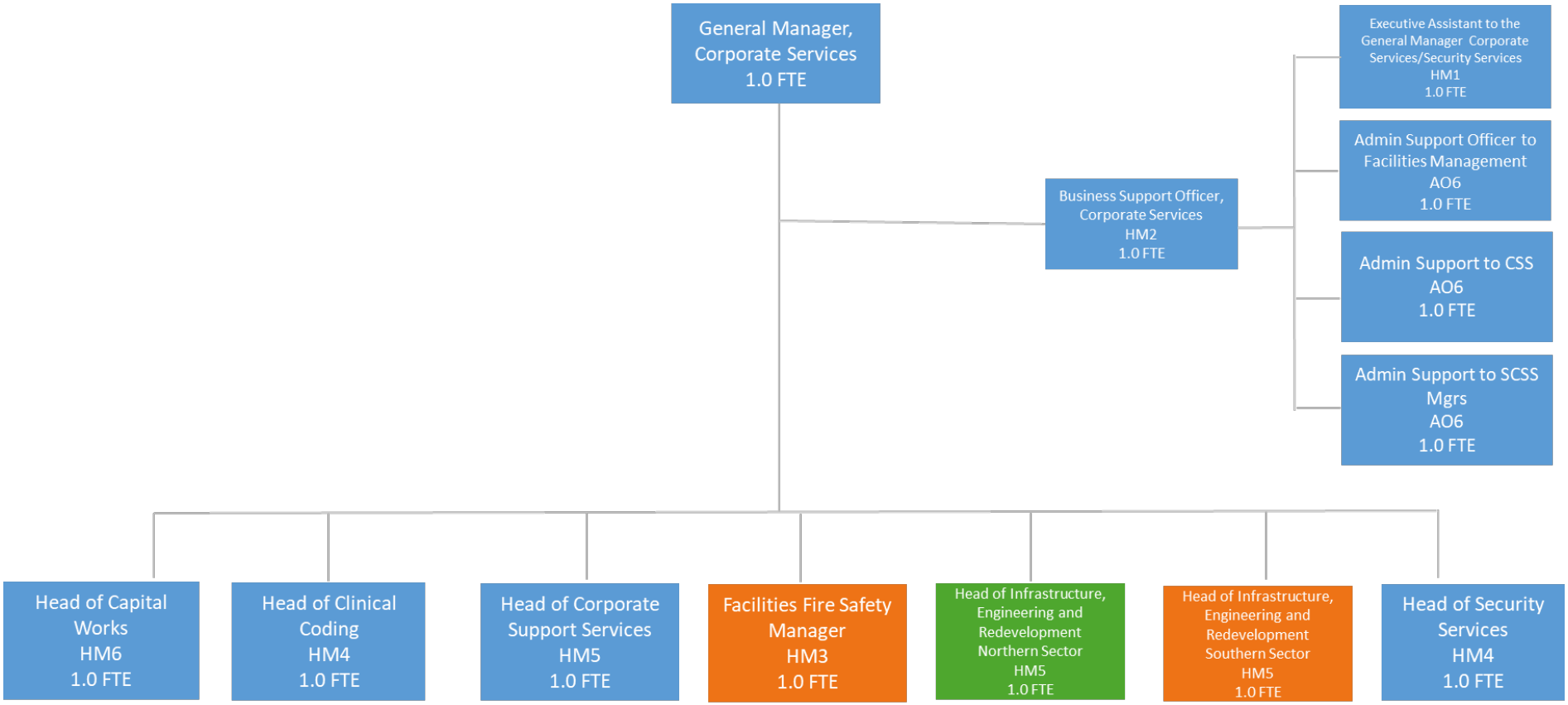
6.23 Current Organisational Chart – Analytics & Reporting, Strategy, Innovation & Improvement



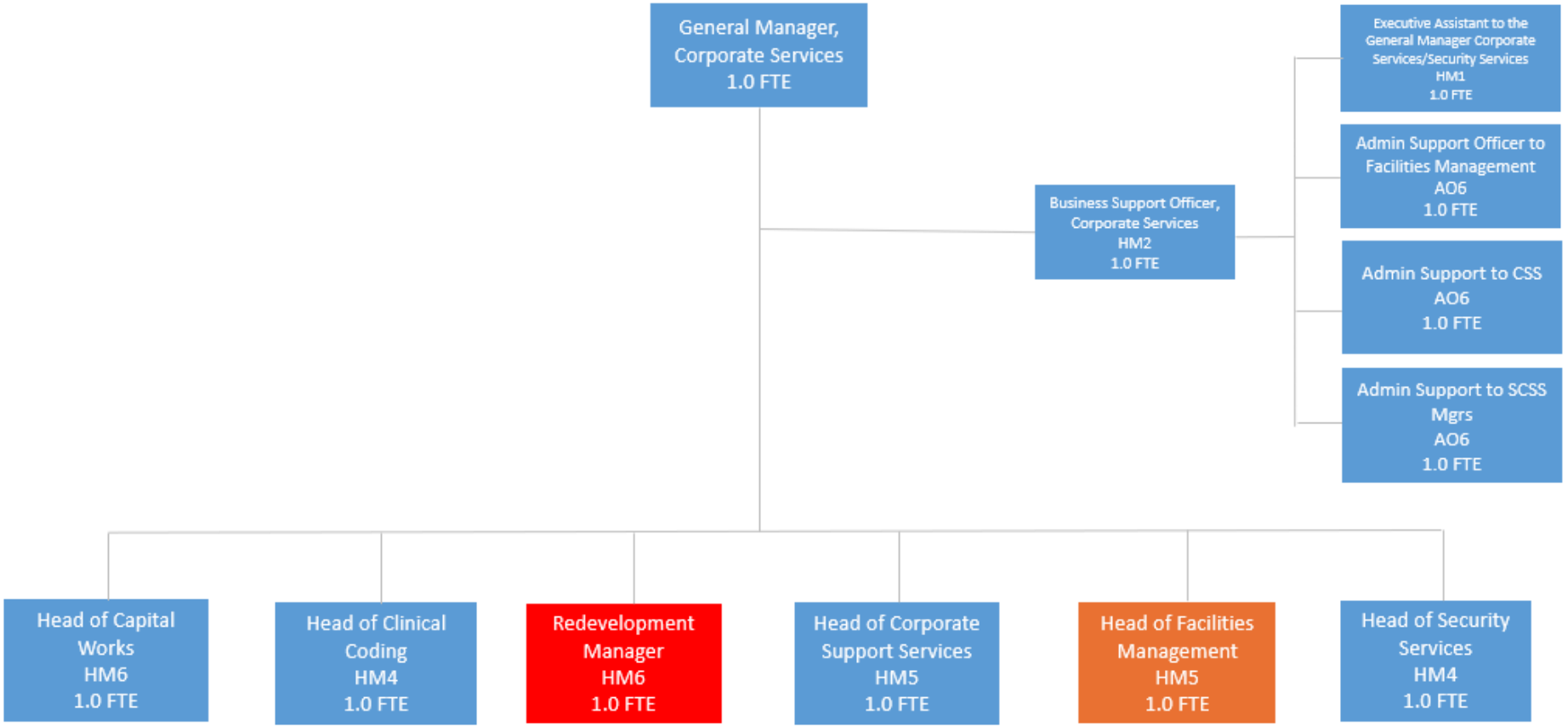
6.24 Proposed changes to positions – Strategy, Innovation & Improvement

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Senior Data Scientist	HM4	Position deleted	Incumbent
Health Manager	Data Analyst	HM2	Position deleted	Incumbent
Health Manager	Data Science & Analytics Lead	HM3	New position	Create
Health Manager	Virtual Health Data Analyst	HM2	Change of reporting lines to 'Data Science & Analytics Lead'	Incumbent
Health Manager	Data Science & Insights Analyst	HM2	Change of reporting lines to 'Data Science & Analytics Lead'	Incumbent
Health Manager	Data Management & Reporting Lead	HM3	Change of reporting lines to 'Head of Analytics & Reporting'	Incumbent
Health Manager	ABM Performance Lead	HM3	Change of reporting lines to 'Head of Analytics & Reporting'	Incumbent

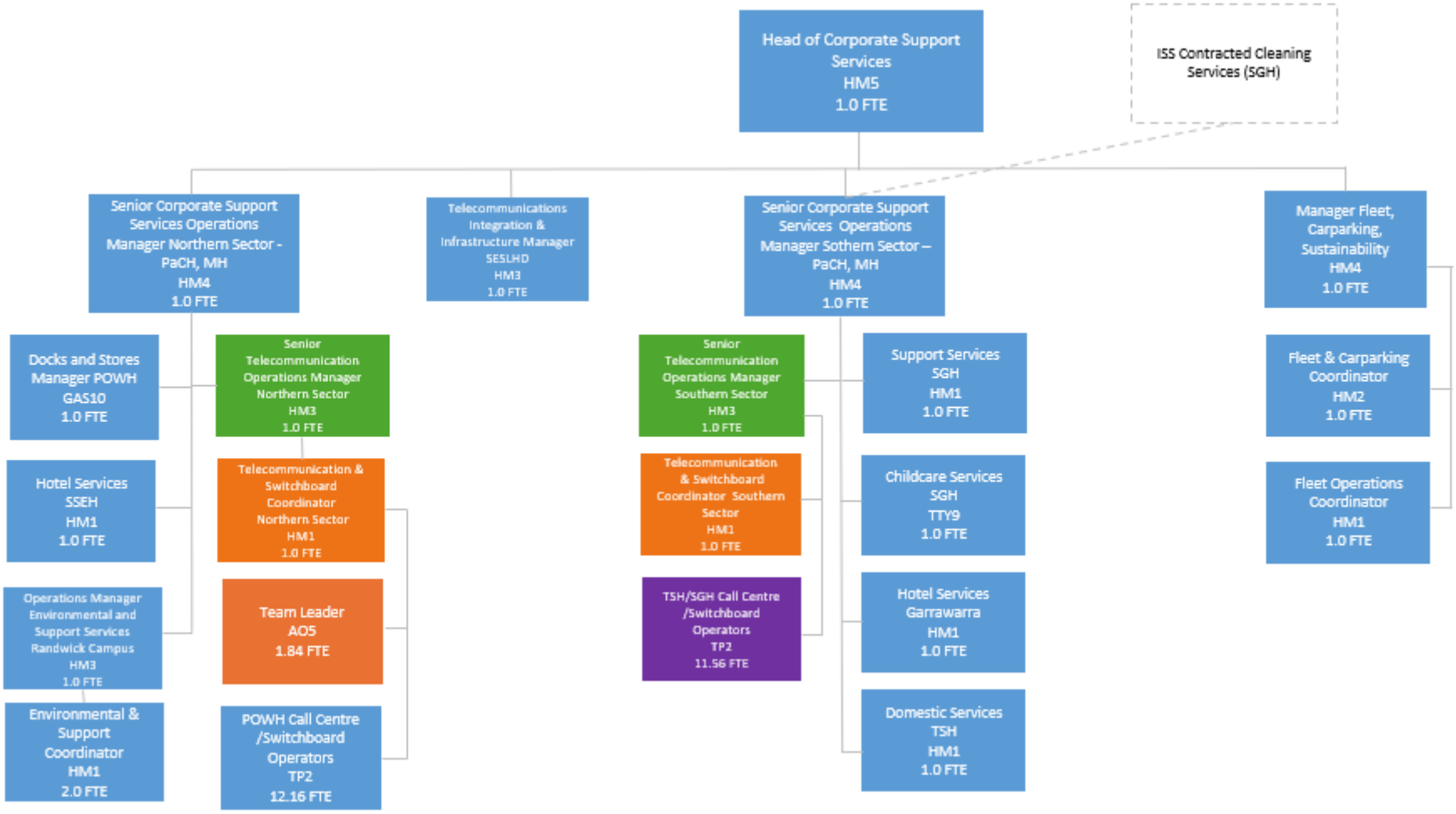
6.25 Proposed Organisational Chart – Corporate Services Executive



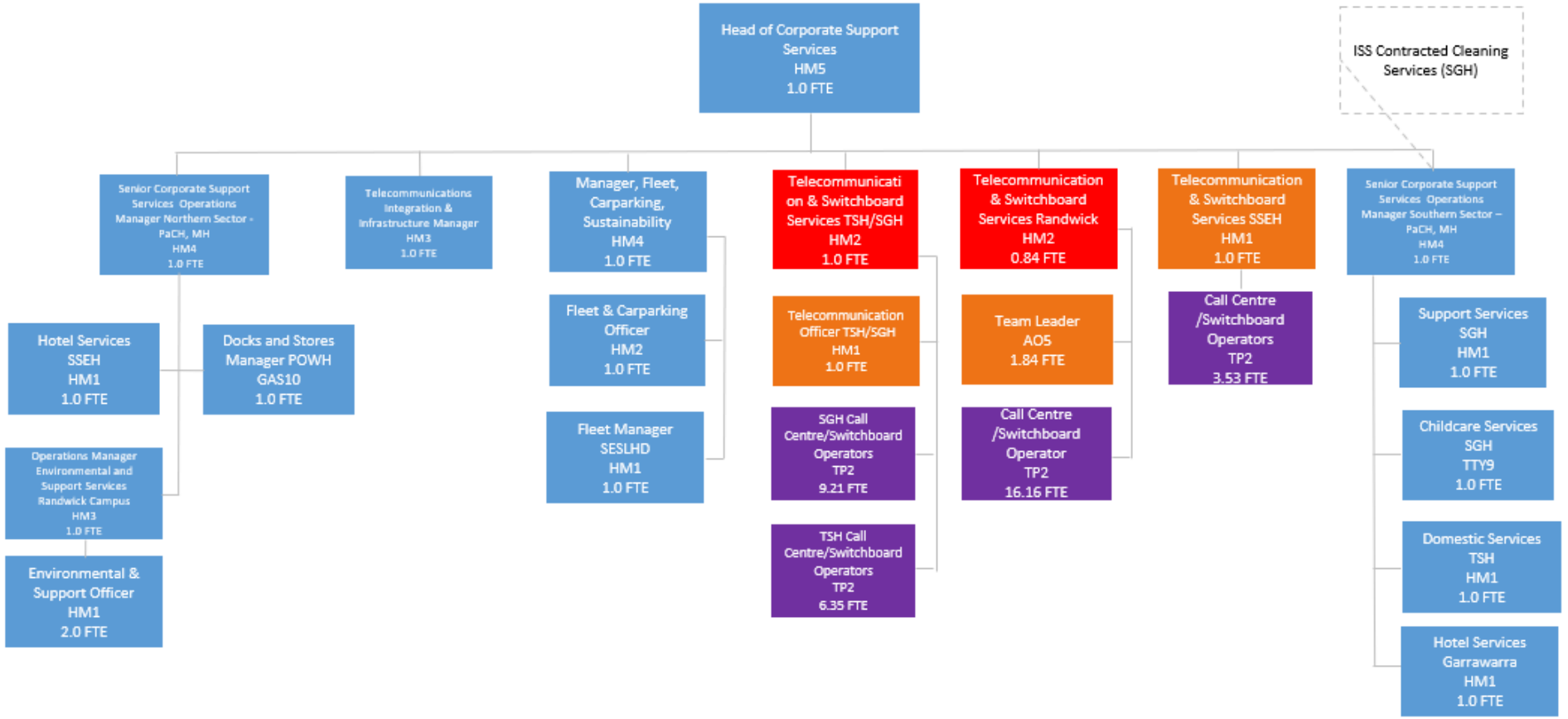
6.26 Current Organisational Chart – Corporate Services Executive



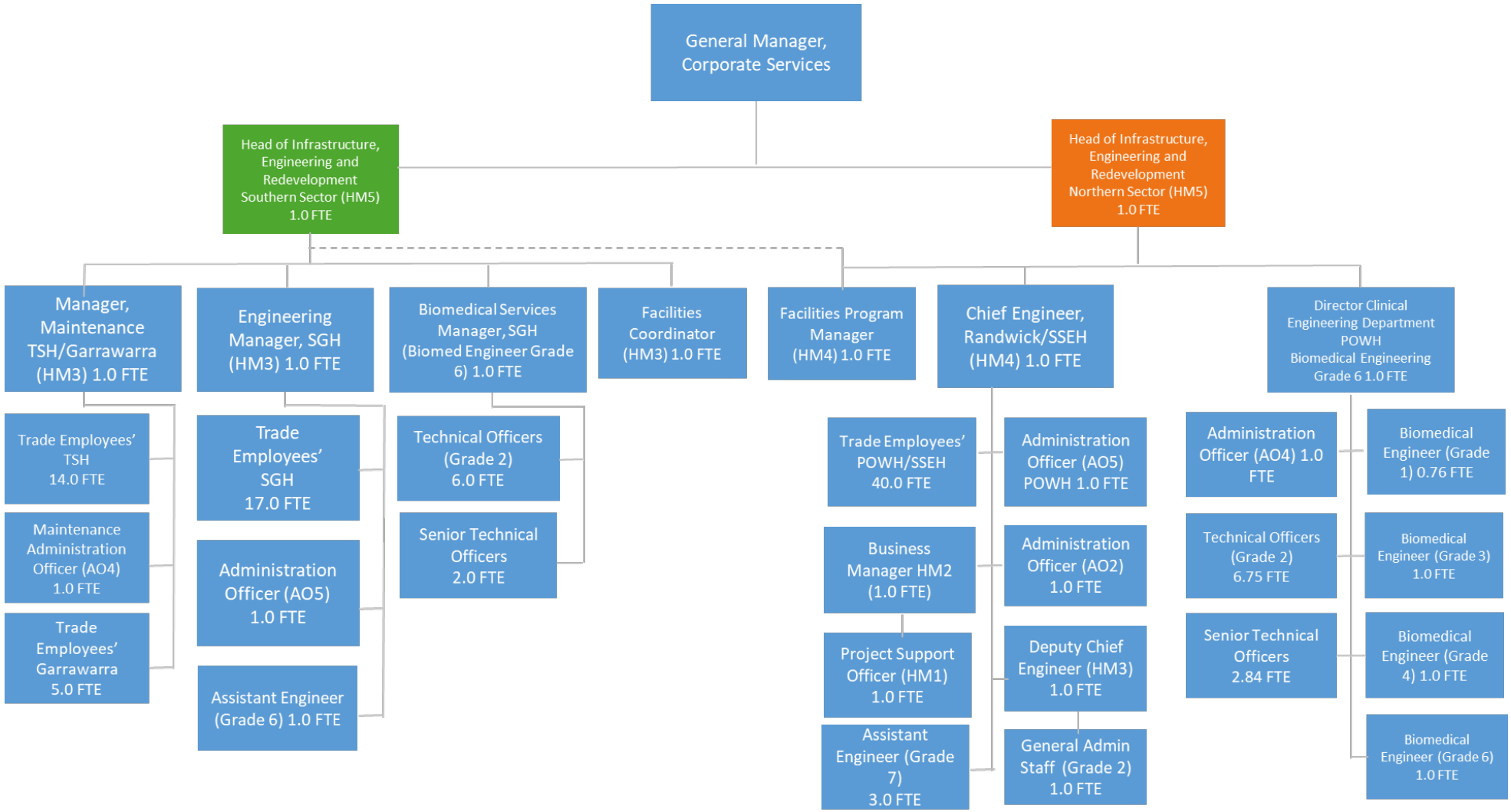
6.27 Proposed Organisational Chart - Corporate Support Services



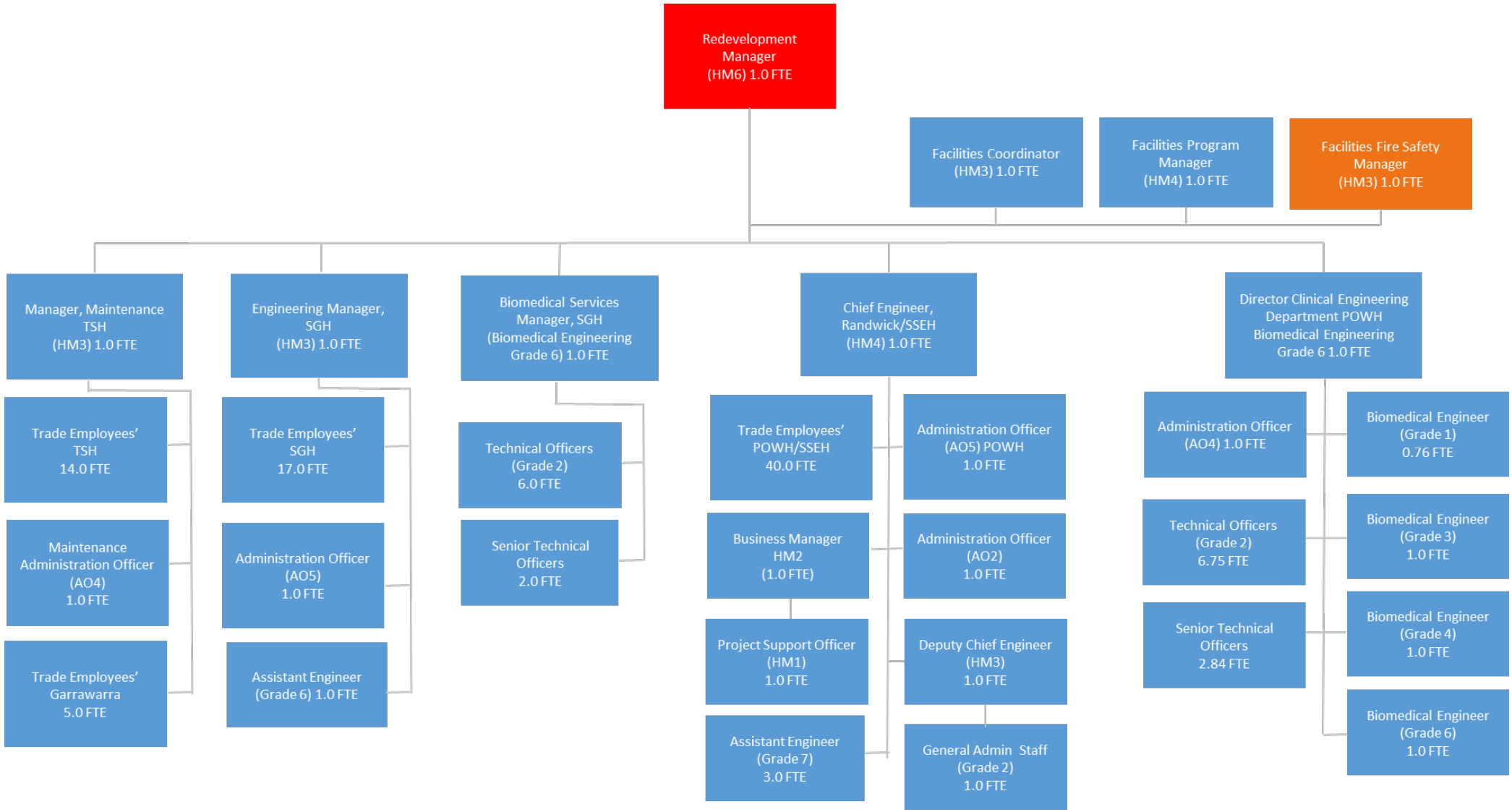
6.28 Current Organisational Chart – Corporate Support Services



6.29 Proposed Organisational Chart – Facilities Management, Corporate Services



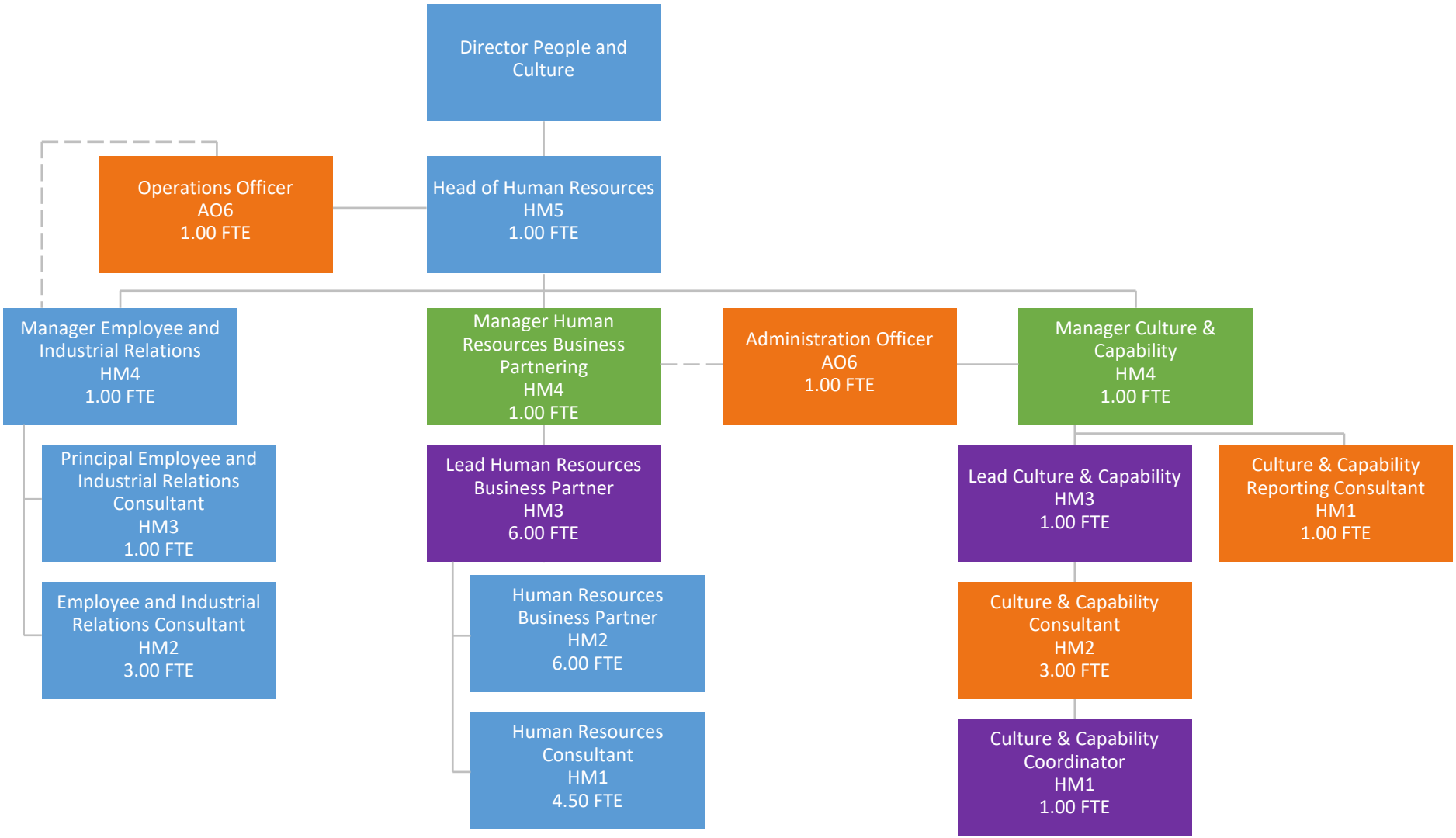
6.30 Current Organisational Chart – Facilities Management, Corporate Services



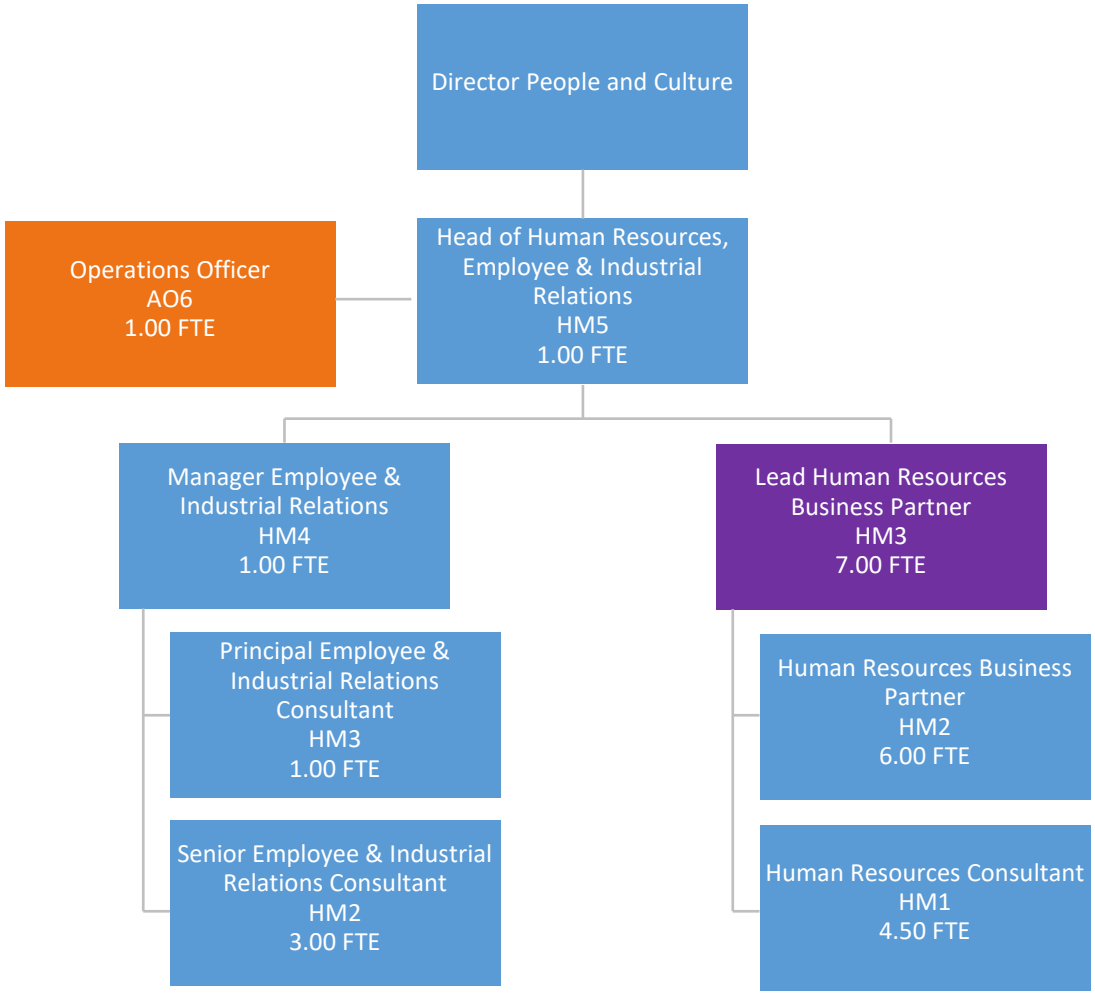
6.31 Proposed changes to positions – Corporate Services

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Redevelopment Manager	HM6	Position deleted	Incumbent
Telephonist	Call Switchboard Operator, TSH/SGH/POWH/SSEH	Telephonist Level 2	Reduction in FTE & change in reporting line	Incumbent(s)
Health Manager	Head of Infrastructure, Engineering & Redevelopment - Northern Sector	HM5	New position	Create
Health Manager	Senior Telecommunications Operations Manager, Northern Sector POWH and Southern Sector SGH (2FTE)	HM3	New Position	Create
Health Manager	Telecommunication & Switchboard Coordinator Northern Sector, & southern Sectors (2FTE)	HM1	Change of reporting lines to 'Senior Telecommunications Operations Manager, Northern/Southern sectors'	Incumbents
Administration Officer	Team Leader	AO5	Change of reporting line to 'Telecommunication & Switchboard Coordinator Northern'	Incumbents
Health Manager	Telecommunication & Switchboard Services (TSH/SGH), & (Randwick) 1.84FTE	HM2	Position deleted	Incumbents
Health Manager	Facilities Fire Safety Manager	HM3	Change of reporting line to General Manager	Incumbent

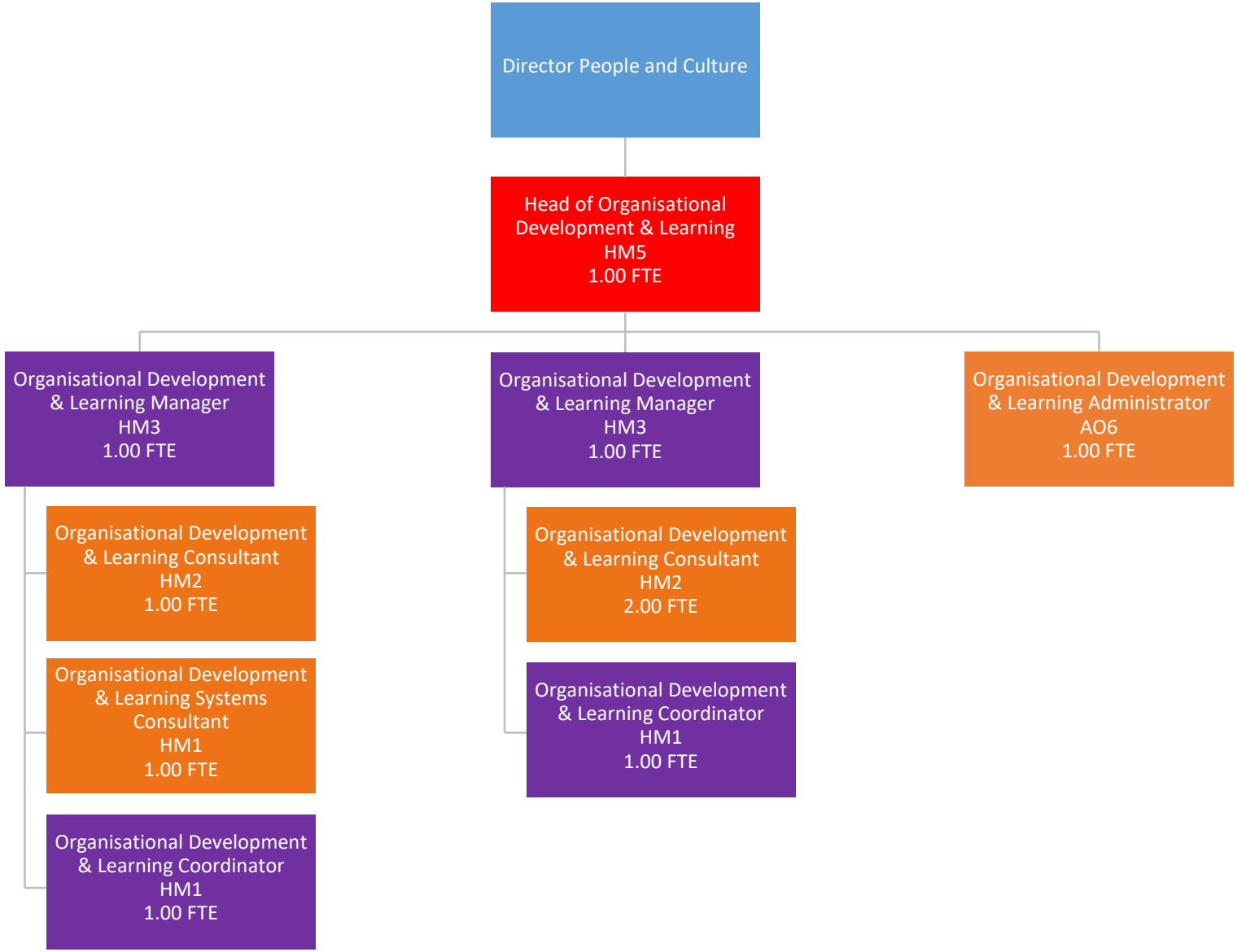
6.32 Proposed Organisational Chart – Culture & Capability, People & Culture



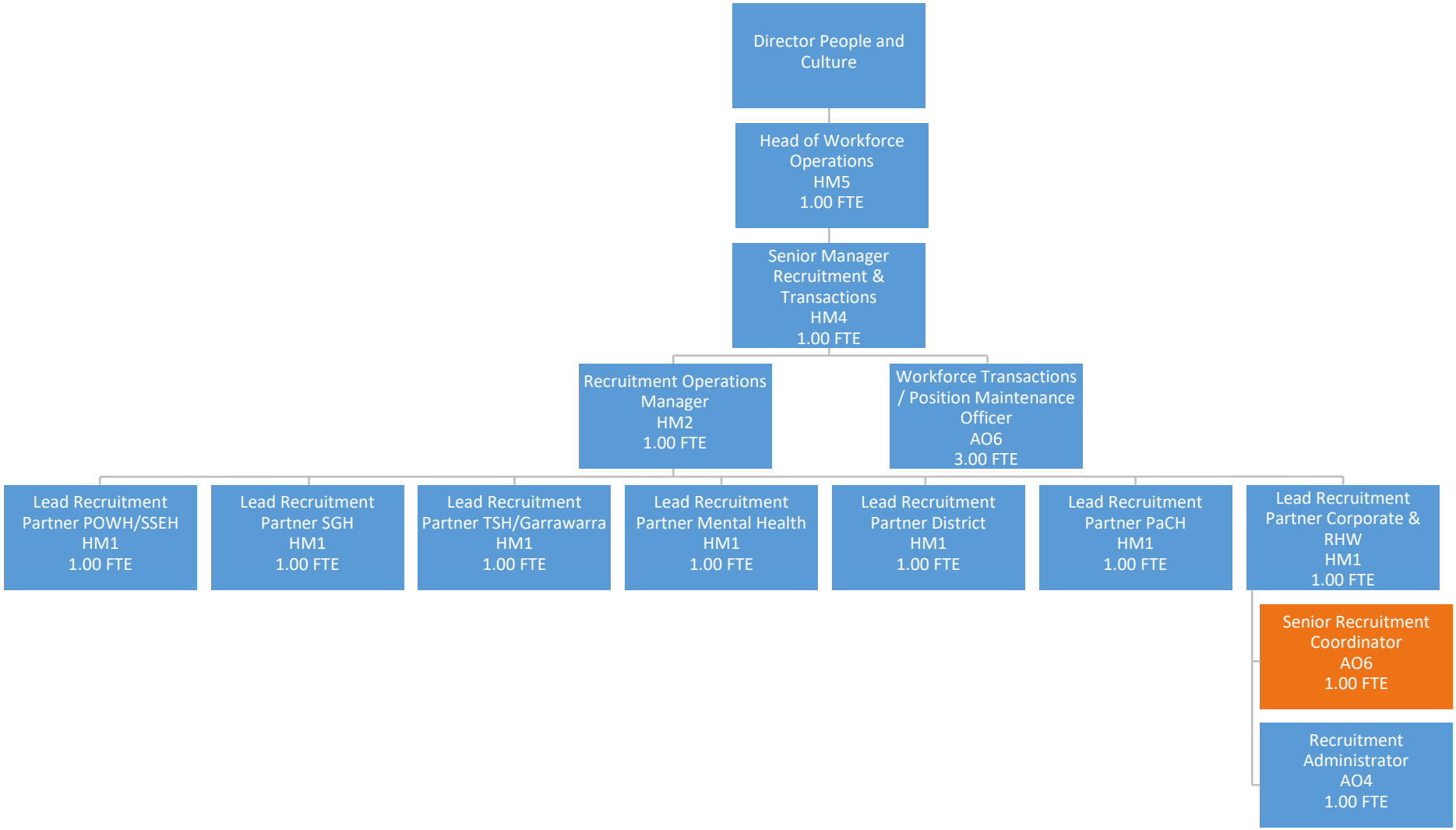
6.33 Current Organisational Chart – Human Resources, Employee & Industrial Relations, People & Culture



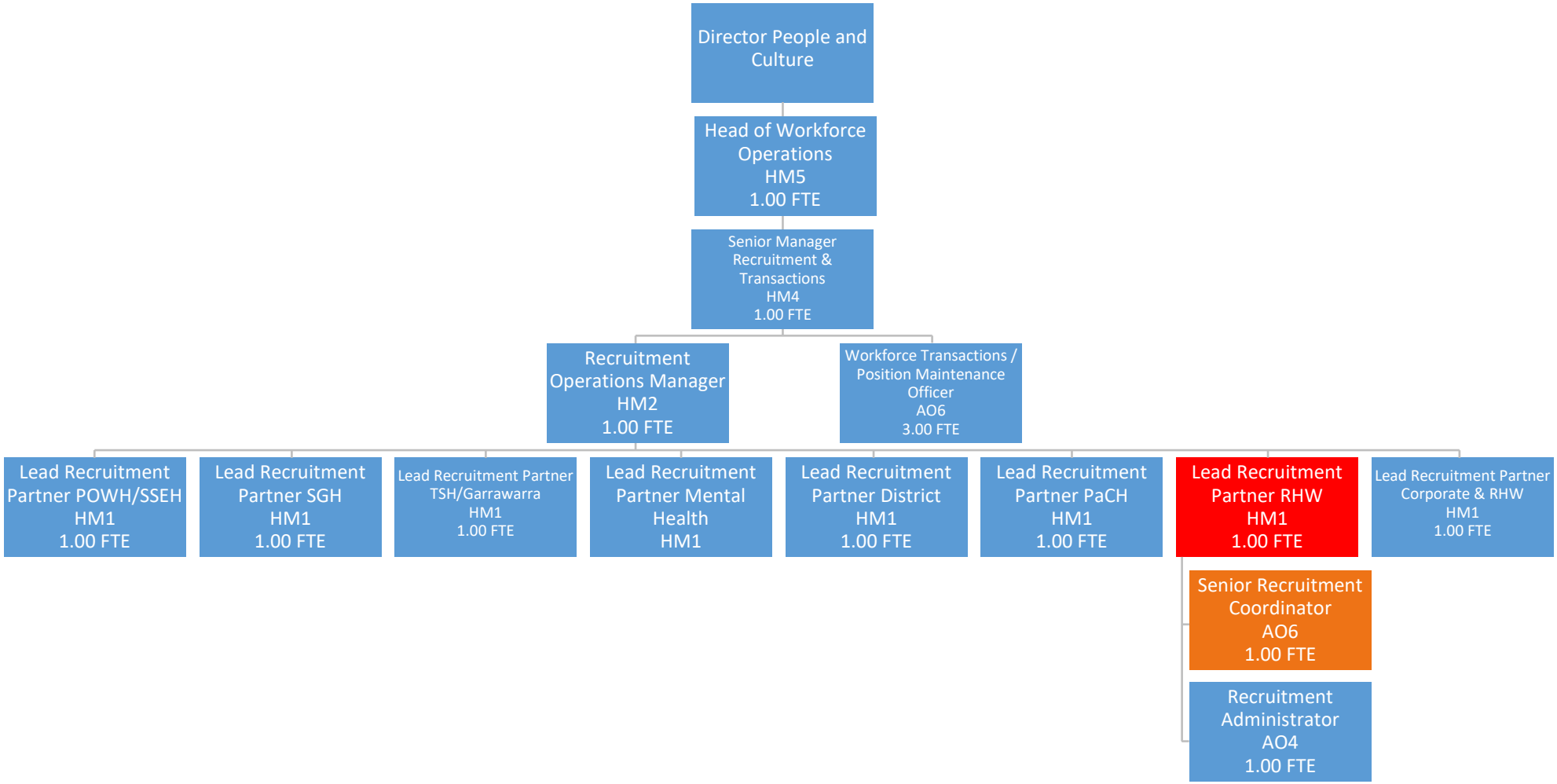
6.34 Current Organisational Chart – Organisational Development & Learning, People & Culture



6.35 Proposed Organisational Chart – Workforce Operations, People & Culture



6.36 Current Organisational Chart – Workforce Operations, People & Culture



6.37 Proposed changes to positions – People & Culture

Role Type	Position	Grade	Nature of Change	Comments
Health Manager	Head of Organisational Development & Learning	HM5	Deleted	Incumbent
Health Manager	Lead Recruitment Partner	HM1	Deleted	Vacant
Health Manager	Organisational Development Coordinator (2FTE)	HM1	1 FTE deleted & change of reporting line to Culture & Capability Lead	EOI & matching process
Health Manager	Organisational Development & Learning Manager (2FTE)	HM3	1 FTE deleted & change of reporting line to Culture & Capability Manager	EOI & matching process
Health Manager	Lead Human Resources Business Partner (7FTE)	HM3	1FTE deleted (following appointment to HM 4 Manager HRBP)	Incumbents
Health Manager	Manager HR Business Partnering	HM4	New position	Create
Health Manager	Manager Culture and Capability	HM4	New position.	Create
Health Manager	Organisational Development & Learning Consultants (3 FTE)	HM2	Change of reporting lines to Culture & Capability Lead	Incumbents
Health Manager	OD&L Systems Consultant	HM1	Change of reporting lines to Manager Culture & Capability	Incumbents
Admin Officer	OD&L Administrator	AO6	Change of reporting lines to Manager Culture & Capability, & Manager HR Business Partnering	Incumbent
Admin Officer	Operations Officer HR/ER/IR	AO6	Part change of reporting line to Employee & Industrial Relations Manager	Incumbent
Admin Officer	Senior Recruitment Officer	AO6	Change of reporting line to Lead Recruitment Partner Corporate & RHW	Incumbent

7. Consultation Plan

Consultation will occur with affected employees and with the Health Services Union, the New South Wales Nurses & Midwives Association and ASMOF, in accordance with NSW Health PD2012_021 *Managing Excess Staff of the NSW Health Service*, on release of the Restructure Consultation Paper.

The relevant manager will have individual discussions with all position holders who are directly affected by the proposal during the consultation period. There will be discussion with all affected staff to support open and transparent communication.

8. New Positions

Position descriptions for the new positions being created below are available on the Management Reduction Strategy intranet site.

Directorate/Site/Service	Position Title	Grade
District Finance	Administration Officer 2fte	AO5
	Head of Procurement 1fte	HM5
	Head of Budget and Performance 1fte	HM5
	Head of Business Partnering 1fte	HM5
	Business Partner Manager 4fte	HM4
	Business Partner Lead 14fte	HM3
	Budget Manager 1fte	HM4
	Reporting and Analytics Manager 1fte	HM4
	Financial Specialist 2fte	HM2
	Budget Partner 4fte	HM2
	Financial Analyst 1fte	HM 1
	Costing Specialist 3fte	HM2
	Financial and Statutory Reporting Lead 1fte	HM3
	Capital and Balance Sheet Lead 1fte	HM3
	Policy and Controls Lead 1fte	HM3
	Financial Accountant, Reporting 1fte	HM2

	Financial Analyst 3fte	HM1
	Finance Coordinator 1fte	AO6
	Revenue and Cashiers Lead 1fte	HM3
	Revenue Team Leader 2fte	HM1
	Cashier Team Leader 1fte	HM1
	Salary Packaging and Taxation Analyst 1fte	HM1
	Audit Support Advisor 1fte	AO5
	Patient Liaison Officer 16fte	AO4
	Cashier 5fte	AO3
	Procurement Policy, Compliance and Projects Lead 1fte	HM3
	Corporate Products Category Lead 1fte	HM3
	Corporate Products Category Advisor 1fte	AO5
Executive Operations	Executive Officer – Operations 1fte	HM3
Strategy Innovation & Improvement	Priority Projects Manager 2fte	HM3
	Data Science & Analytics Lead 1fte	HM3
Prince of Wales Hospital	Administration Officer – Nursing 1fte	AO4
Corporate Services	Head of Infrastructure, Engineering and Redevelopment Northern Sector 1fte	HM5
	Senior Telecommunication Operations Manager 2fte	HM3
People and Culture	Manager Human Resources Business Partnering 1fte	HM4
	Manager Culture and Capability 1fte	HM4

9. Restructure Timeframe – Phase 2

Task	Documentation/Task	Timeframes (Indicative) Week Commencing
Initial discussions and consultation with Executive	Meetings with Directors/General Managers	August/September 2024
Draft restructure consultation documents completed	Restructure Consultation Paper approved	13 September 2024
Consultation period with staff and unions commences	Restructure Consultation Paper and draft position descriptions	w/c 16 September 2024
Consultation period closes	-	16 October 2024
Feedback reviewed and considered	Restructure Consultation Paper Feedback from consultation	w/c 14 October 2024
Communication of final structure and confirmed changes to positions	Meetings with impacted staff to confirm final structure and changes to positions. Communication to wider workforce.	w/c 14 October 2024
Written advice issued to affected staff and referral made to the Workforce Mobility Placement Program (WMP) at Premiers Department for an 8-week period	Letter to advise of 'affected status' and referral made to the Workforce Mobility Placement Program. WMP to seek suitable positions within other Government agencies	w/c 14 October 2024
Process of direct matching of affected staff to any new suitable positions in the new structure	Letter to advise of matching to position	w/c 21 October 2024
Vacant positions advertised	Through merit selection recruitment process	w/c 21 October 2024
Selection process for positions commences	Assessment of applications and interviews	w/c 4 November 2024
Written advice issued to staff appointed to positions	Letter to advise of appointments	w/c 4 November 2024
Employees not matched to positions by WMP to be declared excess employees	Letter issued to employees offering voluntary redundancy or option to seek employment for three-month period.	After 8 weeks period from date of referral to the WMP

10. Employee Assistance Program

Staff will be reminded of the availability of the Employee Assistance Program through Converge on **1300 687 327**. This number is answered 24 hours per day, seven days per week to facilitate enquiries, booking requests and to provide assistance, counselling and support.

11. Endorsement

Executive Sponsor

Name	Tobi Wilson
Position Title	Chief Executive
Signature	
Date	18. 9. 24