



Change Management Plan for Technology & Customer Support Services Realignment 2023

eHealth NSW

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Reviews

Title	Name	Signature
Associate Director Customer Services	Janine Treacy	
Executive Officer – Service Delivery	Laura Friel	
HR Business Partner	Leanne Tipping	
Head of HR	Emma Hoskins	

Approvals

Title	Name	Signature
Director, People & Culture	Rachael Lunn	
Director, Finance	Warren Clarke	
Acting Director, Technology & Customer Support Services	Michael Kime	
Acting Executive Director – Service Delivery	Kieron McGarry	
Chief Executive	Dr Zoran Bolevich	

1. Background and reasons for organisational change

The Service Delivery Directorate, eHealth NSW (eHNSW) was established in 2017 to consolidate the existing Customer Support, Technology, Information Services, and Corporate and Clinical Applications management teams under the one Service Delivery umbrella.

Since that time the Directorate has grown and evolved in line with customer demand, increased digitisation, new technologies and operating methodologies.

Whilst these legacy arrangements have continued to meet the customer and service delivery requirements over the years, several changes in the personnel and program requirements have created the opportunity to better align Service Delivery's accountabilities with the future shape and direction of eHNSW.

The realignment of TCSS throughout eHNSW aims to support and deliver the outcomes of future health by:

- Improved cross team collaboration through improved interaction and communication between directorates, including earlier engagement of operational teams in product and service planning.
- Clearer accountability by aligning complementary functions within the organisation.
- Modernisation by assembling resources to reflect the transition to contemporary as-a-service' models.
- Providing single touch points for customers, enhancing our customer-centricity and optimising outcomes for our customers.
- Enabling a single enterprise-wide view of demand to ensure we prioritise the right things and embed consistency in how we size, price, and manage our work.
- Collaboration and coordination of numerous customer-facing teams together under Customer Engagement and Service Transitions (CEST), to coordinate continuous improvement and customer-centric delivery of outcomes.

2. Delegate Approval

The accompanying brief will provide approval for consultation to proceed on implementation of Phase 1 of the TCSS realignment, which will include the redistribution of roles and responsibilities within Customer Services, Business Resilience, Business Management and Statewide Licence Services across other eHealth NSW directorates and divisions. In addition, a review of operations of the remaining Technology Services will also be undertaken in Phase 1, with any resultant reorganisation to be covered by a Change Management Plan for Phase 2 to be submitted at a later date.

Due to the scale of the realignment and number of employees impacted, Ministry of Health approval will also be sought prior to implementation, in accordance with Managing Excess Staff of the NSW Health Service PD2012_021.

This Change Management Plan has been prepared for approval to proceed with consultation, and will be provided to both employees and the Health Services Union as part of the consultation process. Post consultation period, an additional brief will be submitted for

approval to implement the realignment, incorporating any relevant changes and themes raised by employees and other key stakeholders 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:

- Executive Director Service Delivery
- Director of TCSS
- Associate Directors of TCSS

Directors and their delegates who will be gaining staff as part of the realignment will also be engaging with staff early in the consultation phase to allow development of rapport and working relationships. This includes the structural implementation period and any residual changes to business processes.

Following approval to consult on the proposed realignment, briefing sessions will be held to advise staff, provide them with information and answer questions. Individual meetings will be offered to staff who will have a change to their direct reporting line. Individual meetings can be arranged with other staff by request.

All materials, including the proposed structure will be uploaded to Channels accessible by all staff via Microsoft Teams. Presentations and fact sheets will also be available via this platform.

Updates will be cascaded down to staff during team meetings, as well as supported by periodic presentations and updates by the relevant Directors and HR Business Partners to the teams.

Staff who are away on forms of leave/secondments during the consultation period will be contacted individually. 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

On 1 April 2023, the Australian government introduced new legislation and a [Code of Practice for managing psychosocial hazards](#) in the workplace. Psychosocial hazards refer to the potential sources of stress and other psychological factors that can impact employees in the workplace

All people leaders will undergo education series on The Work Health Safety Regulation Amendment 2022 (under the Work Health Safety Act 2011). Subsequently, all policies and procedures applied throughout the realignment process will be reviewed and updated with relevant mental health/wellbeing advice.

- The Work Health Safety Regulation Amendment 2022 (under the Work Health Safety Act 2011)

5. Support Services

Affected employees have been and will continue to be provided with a range of support services during the period of transition and organisational change.

Support services provided to affected employees include:

- Support provided by management
- Support provided by HR
- Employee Assistance Program

6. Consultation

At the date of writing, 12 eHealth NSW employees will be impacted by direct reporting line change as a result of the TCSS realignment - Phase 1. These employees will be offered individual meetings with their Director or Associate Director prior to any Town Hall sessions being delivered.

Remaining staff will have a change of indirect reporting line. These employees will be consulted via team meetings, with individual meetings being accommodated on request.

A detailed list of all employees and their expected changes is included in the Employee Impact Assessment – TCSS Realignment – 1a and 1b attached as Tab C to the TCSS Realignment brief.

The consultation period will extend over two weeks, allowing eHNSW to:

- provide information to employees about the change
- invite employees to give their views about the impact of the change
- consider any view given by the employees about the impact of the change.

A HR Consultation and Feedback register will record information and communication given to staff. Employees will have the opportunity to submit their feedback and suggestions via a dedicated feedback form or via email.

Feedback and questions received by staff will be recorded in the register to ensure all feedback is considered and acknowledged. This will also allow for employee input to be reviewed and incorporated as appropriate in the final plan prior to submission for implementation approval.

7. Workforce planning needs and impact on services and functions

Phase 1 of the TCSS realignment is planned to be implemented by the end of July 2023. This allows for the approval to consult, consultation period, incorporation of relevant changes as a result of consultation, and approval to implement.

No recruitment activity will be required as a result of these changes as there is no creation or deletion of roles as part of the realignment. However, new position numbers will be created within StaffLink to assign employees to their new hierarchy, with existing position numbers to be deleted in StaffLink. This process will be managed by HR in conjunction with the HealthShare Transactions team.

It is planned that once the structure is in place, it will be formally activated and staff will transition to their new reporting lines. eHNSW staff will be provided with letters confirming their change of reporting line, however it is anticipated that there will be no change in Award or employment conditions which means new employment contracts will not be required. No changes to business operation is to occur until implementation date.

8. Changes to the organisational structure

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

There will be no change to eHNSW's overall number of staff positions.

9. Proposed means for filling roles

As this change is a realignment with no creation or deletion of roles, all employees will be directly reassigned to their new reporting line with no required recruitment activity.

10. Proposed voluntary redundancy program

No voluntary redundancies will be offered as part of this realignment.

11. Impact of the restructure on EEO groups

There is no impact on EEO groups within the meaning of the Anti-Discrimination Act 1977.

12. Management of excess employees

No employees will be declared excess as part of this realignment.

13. Management of temporary employees

Temporary employees will be realigned in accordance with their teams. They will be included in team briefing sessions. Full-Time and Part-Time Exempt employees will receive a letter confirming the implementation, however Contractors and Contingent Workers will not. Contractor Central will be advised of the change to allow liaison with individual agencies as appropriate.

14 Proposed timetable for implementation

ACTION	TARGET DATE
Chief Executive Approval	22 May 2023
Ministry of Health Consultation	25 May 2023
Formal consultation period commences <ul style="list-style-type: none"> • Individual meeting with employees impacted by a direct reporting line change • Team meetings for all other staff • Notification provided to Health Services Union 	15 June 2023
Consultation period closes	29 June 2023
Approval to implement by CE	7 July 2023
Staff advised of approval	13 July 2023
Change of reporting line/business unit letters issued to staff	24 July 2023
New organisation structures and positions created in StaffLink	12 – 26 July 2023
Health Roster, Fieldglass, OTL, Cost Centre, etc align to StaffLink, new cost centre and relevant platforms.	10 – 28 July 2023
New structure implemented	31 July 2023
Old positions deleted from StaffLink	31 July – 11 August 2023