

14 November 2022

Mr Gerard Hayes
General Secretary
Health Services Union NSW/ACT/QLD
Locked Bag 3
AUSTRALIA SQUARE NSW 1215

By email: secretary@hsu.asn.au

Re: NSW Health Pathology Senior Leadership – Clinical Operations and ICT Structure Reviews

Dear Mr Hayes

I am writing to inform you that NSW Health Pathology (NSWHP) is undertaking concurrent reviews of our senior leadership structures for Clinical Operations and ICT portfolios.

As we continue to evolve and mature as a statewide organisation and prepare for Fusion – specifically our first statewide quality management information system and statewide laboratory information system – we also need to have the necessary structures in place to ensure the quality, reliability, and sustainability of our services.

Senior Leadership – Clinical Operations

As a statewide customer-focused organisation, we recognize the need for close relationships with Local Health District counterparts and responsiveness to evolving health service needs. The aim of this review is to improve consistency in operational leadership structures, facilitate succession planning opportunities, improve the efficiency of local liaison and decision-making, and focused operational support for local pathology services.

The review is focused on Senior Leadership roles between the levels of Operations Manager and Chief Operations Officer. While our Laboratory Managers are not in scope of the review, the reporting lines for these staff members may change and staff will be consulted if and when this occurs.

Similarly, frontline laboratory staff, collectors, couriers and administrators are not in scope of this review; however, they will be informed of its progress and outcomes.

The review of the leadership structure for Clinical Operations will produce improved structures that better match the needs of our internal and external stakeholders now and into the future. It will also build on work to modernize and standardise our statewide services, processes and procedures.

ICT Portfolio

Given the changes to the Clinical Operations operating model, it is important we also revisit how we best deliver ICT services, particularly in light of the opportunities the Fusion program will bring to transform our service delivery.

Our ICT staff are experts at what they do but they have significant demands on their time, which is not sustainable. The review, which is focused on ICT management, will help to streamline how we deliver our services and help free up the capacity and expertise of our ICT staff.

The aim of the review is to reduce complexity, fragmentation and duplication, which have impacted the ability of the ICT portfolio to support innovation and project delivery. It will ensure we have greater oversight and ownership of the prioritization and pipeline of projects, and importantly, create an environment that attracts, retains and develops highly skilled and experienced ICT teams.

P&C Portfolio

These two reviews come in addition to our review of Human Resources / People and Culture (P&C), which we wrote to you about separately on 12 July 2022. This review, currently being led by independent consultants, PWC, examines how these services are currently delivered and looks at leading practices from other jurisdictions and industries. Consultation is underway with staff and their feedback will be used to co-design desired capabilities and structures for the future.

The reviews are not about reducing our services or headcount, rather the leveraging and enhancing of skills and capability of our existing leaders and staff will underpin our future structure and service models.

Frequently asked questions

I have attached a frequently asked questions (FAQ) document to this correspondence to expand upon the Senior Leadership – Clinical Operations, ICT Portfolio and HR/P&C reviews which accompanied an email shared by our Chief Executive to all staff today.

The FAQ document discusses a proposal to create two new roles and an uplift of a number of existing roles within Senior Leadership – Clinical Operations.

NSWHP is keen to engage with you and will continue to communicate with you at key milestones. I welcome any initial questions or feedback and recommend that you please contact me at deanna.paulin@health.nsw.gov.au should you wish to discuss these reviews in more detail.

Yours sincerely



Dr Deanna Paulin
Director, People & Culture
NSW Health Pathology