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Change Management Plan for the restructure of the Application Virtualisation Services team

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1. Background

The landscape of ICT and digital capabilities is evolving across NSW Health. As eHealth continues to work cohesively as one organisation functional reviews continue to look at streamlining ways of working that are centred around our customers, our products, and our services.

Application Virtualisation Services (AVS) is currently situated within the Technology Services (TS) division of Service Delivery, eHealth NSW (eHNSW).

A review of the current operating model and functional structure against business strategy has identified that the realignment of AVS to Clinical Application Services (CAS) would increase efficiency whilst aligning to a product-based team model. This is expected to enhance the operational support of the eMR platform and other clinical applications.

This efficiency was originally purposed as a realignment / change of reporting lines however following a Health Service Union dispute regarding claims the movement was in breach of obligations under clause 35 of the Health Employees Conditions of Employment (State) Award the reporting lines were reverted on 22 June 2023.

Following the revision of reporting lines and eHealth's commitment to a formal restructure to address concerns raised through the proposed repoint a further functional review has been undertaken. This review has examined the future direction and requirements of AVS and CAS and leverage the opportunity to build a strong, cohesive, and contemporary approach with an independent core Citrix platform team (as a product) which aims to empower other application teams that manage clinical and corporate applications running on Citrix delivery servers.

To enable application teams to leverage and operate within these Citrix platforms, a complex delegated administration model must be maintained. This ensures that application team functional requirements can be fulfilled.

This proposal aims to enable CAS to support non-platform application technology layers of their applications, while allowing TS to support the platform technologies.

While the current structure of the CAS group is functional, the realignment also aims to:

- improve the employee life cycle for staff to enable capability managers to focus on employment, wellbeing, development, and performance
- offer both a capability and a product stream to clarify accountability and provide opportunities for staff
- increase the opportunity for staff to receive technical mentoring and stretch on-the-job training via product specialists
- provide product managers dedicated to the product, its lifecycle, and how it aligns and meets the needs of customers, leading the product development process.
- have a strategic structure to provide better outcomes and services for our customers

This proposal is designed to address functional review findings and proposes to proceed with consultation around award roles. The team impacted by the proposal are the AVS and CAS.

2. Approval plan and process

Brief (HD23/33877) seeks approval to commence consultation with staff regarding the proposed changes.

In accordance with the *eHealth NSW Delegations Manual*, approval for this change sits with the Chief Executive, eHealth NSW and Chief Information Officer, NSW Health. The restructure process applied will be consistent with requirements of the relevant Awards, NSW Health Policies, and the *Health Services Act 1997*.

Following the consultation period, a separate brief will be submitted for consideration and approval to implement the realignment, reflecting any changes and themes identified during the consultation process.

3. Communication strategy

Some discussions relating to existing functions and practices have been held with staff throughout over an 18-month period including more recently in the dispute process.

The communication strategy comprises:

- Meeting with relevant unions
- Meetings with appropriate staff
- Meetings with individual units
- Individual face to face consultation on request and for staff affected by the significant changes to roles
- Encouraging engagement and feedback
- Formal presentations and communications that includes details such as:
 - a. the proposed changes
 - b. the rationale for the change
 - c. the proposed impact of the change on staff
 - d. how affected staff will be managed.
 - e. next steps.
- Ongoing regular updates (where relevant).

The formal presentations will include two Unit meetings (one with AVS and one with CAS). HSU will also be invited to attend a union briefing prior to the staff presentations.

Staff and unions will be provided with a two-week period to provide any comments, concerns, or suggestions about the proposal. The proposal will be explained to staff and unions as part of the presentations and consultation process. Staff will also be invited to attend one on one meetings should they have further questions or have any additional concerns.

Following the consultation period, feedback/comments/suggestions will be considered, and staff/HSU will be provided with the final proposal.

Line managers, Directors, Associate Directors will be instrumental in providing ongoing communication and will be a key support for affected staff in their teams during the period of organisational change. This includes the structural implementation period and the concomitant changes to business processes.

Staff who are away on forms of leave/secondments or unable to attend meetings will be asked to provide a contact address. Information and updates will continue to be posted to their Health email address.

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 an 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.

5. Support services

As part of the transition and organisational change, the Application Virtualisation Services employees have and will continue to receive support through a variety of services, including support from their manager, HR Business Partners, and through the NSW Health Employee Assistance Program which is available 24 hours a day. To make an appointment you can Call the Work, Health and Safety Assist Line 02 8644 2323 (Option 4); book via the website at www.convergeinternational.com.au or book via the EAP Connect App, available on both Apple and Android

6. Consultation

A detailed list of all employees and their expected changes is included in the Staff Impact Analysis attached as **Tab J** to the 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 and acknowledge all feedback given by the employees about the impact of the change.
- Provide dedicated channels and a specific period of time for employees and union to seek clarity, ask questions, participate in discussions and express views to contribute, in a timely fashion, to aid decision making

The relevant Director, supported by the HR Business Partner, will individually meet with the affected employees. This will be followed by a team meeting where the final proposal and factsheets will be presented, and staff members will have the opportunity to ask questions.

The employee's manager is to arrange additional or individual meetings if requested.

Employees will be invited to provide feedback and questions in individual or team meetings, via email to their manager or HR Business Partner, and union members will be able to engage the HSU to consult on their behalf.

A Consultation and Feedback register will be maintained by the HR Business Partner to record information and communication given to staff. Feedback and questions received by staff will also be recorded to ensure all feedback is considered and acknowledged. This will also allow for employee input to be collated, reviewed, and incorporated as appropriate in the final plan prior to submission for implementation approval.

Formal meeting to begin consultation period	Commence 17 November 2023
Consultation period closes	Close of Business 1 December 2023
Final Proposal	Release following

7. Workforce planning needs and impact on services and functions

The proposed Application Virtualisation Services restructure is planned to be implemented prior to March 2024. This target allows for the approval to consult, the consultation period, the incorporation of relevant changes (resulting from consultations), and implementation approval and subsequent processes.

The eHealth NSW employee transactions team, HR and Recruitment Business Partners will create the new positions in StaffLink under the new structure, and existing position numbers deleted. Business Management Services, Service Delivery will update the organisation charts to reflect the change.

The Recruitment Business Partner will coordinate recruitment activities for the new positions in conjunction with the relevant hiring manager and agreed that newly appointed positions will not be actioned until the agreed implementation date.

There will be no changes to the business operations until the date of implementation.

8. Changes to the organisational structure

Current and proposed organisational structures have been provided within the accompanying brief. They will also be provided to staff and the HSU in the consultation period.

Due to the difference in future needs compared to current state, identified positions within AVS will be deleted with new roles created in the CAS. The impact on staff will vary from no impact/minimal impact to more impacted depending on outcomes of recruitment processes outlined below. However, it is confirmed that there are enough roles for current employees.

9. Proposed recruitment process

The recruitment process for the new positions will be initially via merit-based selection process in accordance with the *Recruitment and Selection of Staff to the NSW Health Service PD2017_040* and then (if relevant) pursuant NSW Health's Managing Excess Staff of the NSW Health Service PD2012_021

Stage 1

Expressions of Interest are invited from permanent employees for "at-grade roles". An assessment panel will assess applications and conduct interviews where required. Candidates are ranked against each role, and employees are notified of the outcome. Successful candidates are placed in new roles, and unsuccessful candidates are potentially declared Excess Employees.

Stage 2

The roles not filled through Stage 1 are advertised. For at least three days prior to external advertisement and completion of a suitability assessment, positions will be open only to internal AVS eHealth NSW employees (including temporary staff).

Stage 3

Impacted staff who have not applied or have been unsuccessful in their application are assessed to "similar capability" roles which would be determined as a suitable match according to the *Managing Excess Staff Policy (PD2012_0210)*. Subsequently, employees are notified of the Stage 3 outcome.

Stage 4

The remaining roles will be advertised externally. Applicants from within the organisation will be considered simultaneously with those from outside the organisation. The suitability of internal candidates will be evaluated in priority over that of external candidates. Evaluations will be conducted on a comparative basis.

10. Impact of the restructure defined by Acts

The new Application Virtualisation Services structure and CAS structure has no impact on the Equal Employment Opportunity groups as defined by the *Anti-Discrimination Act 1977*.

11. Proposed Voluntary Redundancy Program

The Application Virtualisation Services Manager will address any employees that are eligible for Voluntary Redundancy, where needed.

12. Management of Excess Employees

Any permanent full-time employee staff member may be declared as an Excess Employee if that member is not successful in securing a role in the new Application Virtualisation Services structure. Offered support to the employee is in accordance with *Managing Excess Staff of the NSW Health Service PD2012_021*.

The employee will receive a letter notifying them of their status and options. The employee will have access to suitable matched roles and have priority assessment for positions that appear on the Mobility Candidate Report issued by the Public Service Commission in accordance with Section 6.3 of the *Case Management and Redeployment Guidelines*.

Declared Excess Employees remain the responsibility of their former Division for meeting salary and training costs, allocating temporary work, and identifying redeployment opportunities during the retention period.

Where there is any departure from the above procedures, the Director People & Culture will review the matter and further action if appropriate.

13. Management of Temporary Employees

Temporary employees will be included in the consultation and transition process.

14. Proposed Timeline for Implementation

Action	Approximate Timeline
Chief Executive's approval	Day 0
Formal consultation period commences <ul style="list-style-type: none"> Individual meeting with employee(s) impacted by a direct reporting line change Team meetings for all other staff Notification provided to NSW Health Services Union 	Day 7
Consultation period closes	Day 21
Approval brief to implement to the Chief Executive	Day 35
New positions created in StaffLink	
Staff advised of approval	Day 42
Positions to be advertised in accordance with Change Management Plan	From Day 42

New org structure implemented	From Day 49 (dependant on recruitment process)
Old positions deleted from StaffLink	From Day 49 (dependant on recruitment process)

**NOTE – This proposed timeline is subject to change as a result of negotiations in the consultation period, and also to ensure maximum staff engagement allowing for the Christmas/New Year stand down period.*