NSW GOVERNMENT | **eHealth**

Communication Services

Briefing on new organisational model

10 05 2022 | Version 2.0

Agenda

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Overview

eHealth NSW has evolved and the Comms team now faces new challenges

The challenges facing our team:

Not every directorate received equal support due to the legacy of projects funding their own 'dedicated' comms person

Some communications resources are filling 'holes' in teams or doing work that is not typically a communications role

Widespread confusion over the difference between Communications vs Change Management

Lack of recognition/adequate resourcing for organisation-wide communications (e.g. website / Staff Bytes / events etc) that benefits all staff

Our current operating model and structure is not aligned to the One eHealth NSW strategic initiatives

We sought to understand the issues and how we can grow for NSW Health

Deloitte.

2018-2019 Deloitte Communications Review

✓ Head of Communications (HoC) appointed

✓ Communications staff across the business transitioned into a single, centralised team reporting to HoC

Blue Seed Consulting

2021 Blue Seed Consulting Operating Model Review

✓ Extensive research and stakeholder analysis

✓ Review of best practice operating and funding models

✓ EMT gave in principal endorsement to the approach pending financial modelling

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Pilot initiatives and quick wins

2021 COVID-19 resourcing and request prioritisation changes

✓ Opportunity to informally test elements of the proposed model

✓ Introduced new communications request form and workflow management approach

✓ Greater visibility over pipeline of communications work and opportunities to better align messaging

✓ Communication requests prioritised on business needs/strategic priorities rather than 'user-pays' basis

Creating positive change based on our analysis and foundational work

Remodel communications

Remodel communications to *better align* the *function* with the *audiences* and *strategic initiatives* of eHealth NSW now and into the future

Augment One eHealth NSW

Augment the *One eHealth NSW operating model* (which is a *strategic initiative* within the new business plan) with a better aligned and structured Comms team
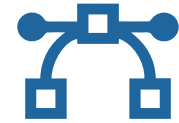
Reposition ourselves

Reposition ourselves as a *'service' available to everyone* at eHealth NSW

Enhance our structure

Enhance our structure (*increasing in size, breadth, and capabilities*) – there are *new opportunities* to *develop* and *expand skills*

Formalise governance and better collaboration

Introduce *formal governance structures* and *better methods of collaboration* with *critical stakeholders* (i.e. Senior Leaders) to increase *visibility* of, and provide *accountability* for, *our work*
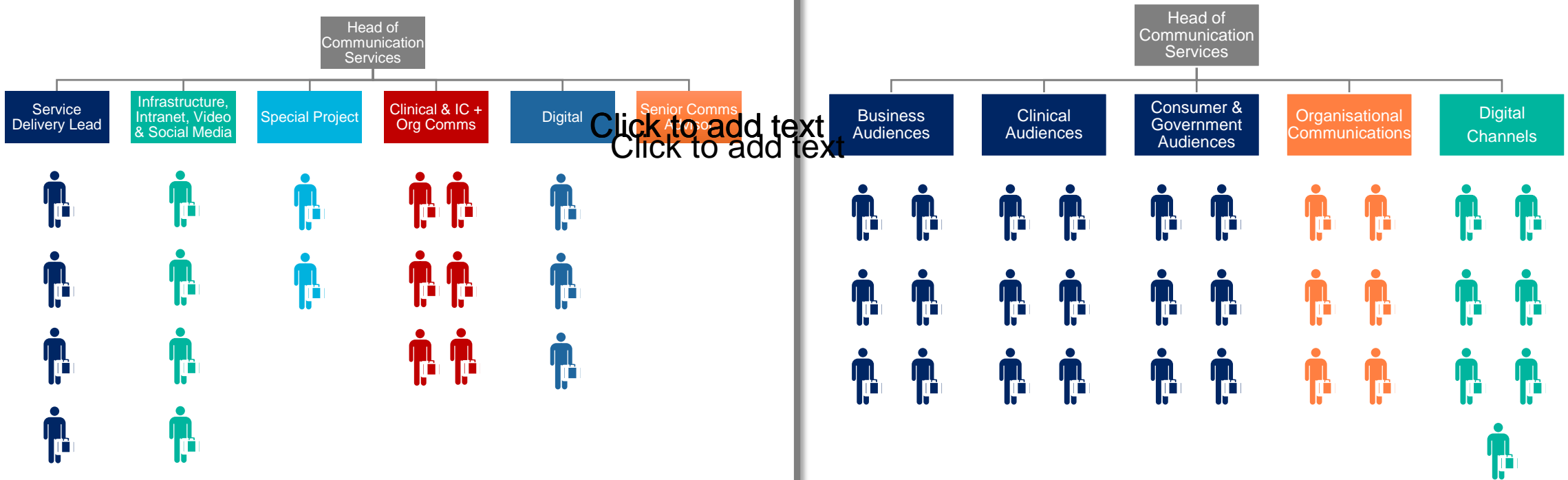
Moving from portfolio aligned to a functional and specialty aligned structure

Current State — *Portfolio aligned and siloed, with multiple single points of failure. The current model does not meet the needs of the whole organisation or our One eHealth NSW strategic initiatives*

Proposed Structure — *Functionally aligned with dedicated specialty groups to support all functions and unique audience segments. The proposed model will evenly distribute the increased team and promote agility and growth within the team*

Current State org chart:
Head of Communication Services
- Service Delivery Lead
- Infrastructure, Intranet, Video & Social Media
- Special Project
- Clinical & IC + Org Comms
- Digital
- Senior Comms Advisor

Click to add text
Click to add text

Proposed Structure org chart:
Head of Communication Services
- Business Audiences
- Clinical Audiences
- Consumer & Government Audiences
- Organisational Communications
- Digital Channels

Current organisation chart

Head of Communications
HM6

Team Lead,
Service Delivery
HM4

- Comms Advisor
  Service Delivery
  HM3
- Comms Advisor
  Service Delivery
  HM3
- Comms Advisor
  Service Delivery
  HM3
- Comms Advisor
  Service Delivery
  HM3

A/Team Lead,
Infrastructure, Intranet,
Video & Social Media
HM4

- Comms Officer
  Infrastructure
  HM2
- Comms Officer
  Infrastructure
  HM2
- Comms Officer
  Infrastructure
  HM2
- Comms Officer
  Intranet/Workflow
  HM2

Team Lead,
Special Projects
HM4

- Senior Comms Advisor
  Virtual Care
  HM4
- Senior Comms Advisor
  COVID/ ICT Survey
  HM4

Team Lead,
Clinical & Integrated Care,
Organisational Comms
HM4

- Comms Advisor
  Integrated Care
  HM3
- Comms Advisor
  Integrated Care
  HM3
- Comms Advisor
  Clinical Care
  HM3
- Comms Advisor
  Clinical Care & HCP
  HM3
- Comms Advisor
  PCMO & ORG Comms
  HM3
- Events Manager
  HM3

Team Lead,
Digital
HM4

- Graphic Designer
  HM2
- Digital Comms
  Coordinator
  HM1
- Digital Comms
  Coordinator
  HM1

Senior Comms Advisor,
HM4

Communications Services proposed structure
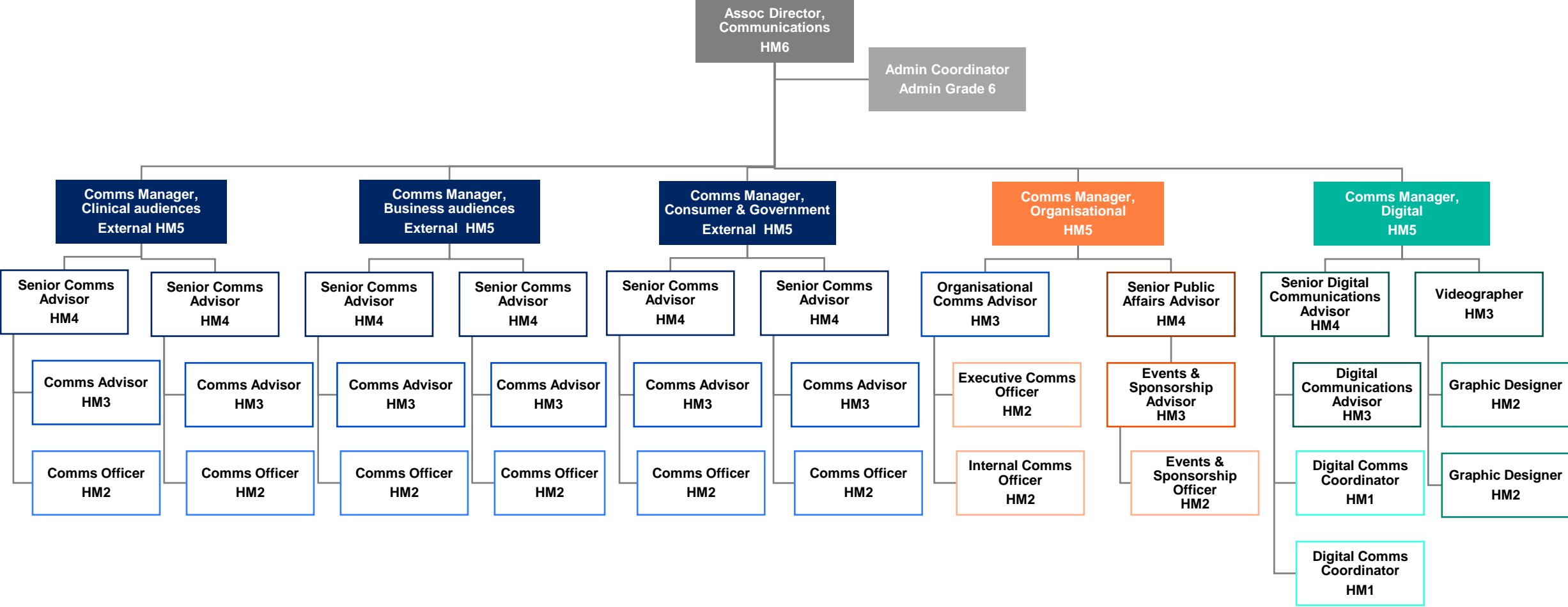
Functions by Team: Business, Clinical, Consumer and Government

- ❑ Audience communication plan development, implementation and review (monthly/quarterly/annually)

- ❑ Audience/competitor analytics, insights and research to inform communication activities

- ❑ Campaign management and collateral development/distribution across traditional and digital channels

- ❑ Case studies, media, newsletters, presentations, videos, websites and other audience targeted content production

- ❑ Message development and approval management

- ❑ Regular reporting to key stakeholders and EMT on audience communication plan deliverables and campaign analysis

- ❑ Stakeholder management and participation in relevant, identified project delivery activities (e.g. workshops, stand-ups as required)

- ❑ Strategic communication advice and end-to-end delivery (brief to evaluation) for products/initiatives and services targeting the team audience across eHealth NSW directorates

Functions by Team: Digital Channels

- Brand management (assets/guidelines only)
- Copywriting and editorial
- Content production
- Customer intranet production and management
- Digital channel strategy development and implementation
- Graphic design
- Management of all digital tools used by Communication Services (with vendor, Comms Services and relevant eHealth NSW business teams)

- Podcast production and management
- Reporting and analytics for all digital channels
- Staff intranet production and management
- Social media production and management
- Videography
- Web production and management

Functions by Team: Organisational Communications

- ❑ Business plan communications

- ❑ Culture program communications

- ❑ Chief Executive communications (including presentations / SEF report)

- ❑ Events management and strategy

- ❑ Executive communications – support for EMT

- ❑ Internal communication channel production and management (e.g. Staff Bytes, People & Culture emails etc)

- ❑ One eHealth NSW operating model communications

- ❑ Organisational communication strategy development and implementation

- ❑ Public affairs strategy and management including media relations and thought leadership

- ❑ Staff intranet content planning and production

- ❑ Speaker engagement strategy and management

- ❑ Sponsorship and partner management & strategy

- ❑ Workforce communication support

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Benefits of the proposed structure

Benefits of the new model for the Communications Team and eHealth NSW

Increased capacity – 12 more roles than current state and **allows for growth within the team**

Reassurance around job security and reduces continual recruitment/onboarding work for existing team

Clarity around role descriptions and responsibilities

Staff will no longer be completing non "communications" work – like minutes – for Projects / Programs

More staff will allow for team members to provide service quality that is *to the next level*

Enhanced growth opportunities and better targeted development for all staff

Ability to scale the workforce rapidly

Agility of the comms workforce to shift across multiple functions as demand increases / decreases

Communications are better targeted and customised to our audiences

Standardised briefing process and service catalogue makes it easier to work with Comms

Our team services the whole business rather than specific projects or portfolios

Our Communication offering will now be aligned to the One eHealth NSW Strategic Initiatives
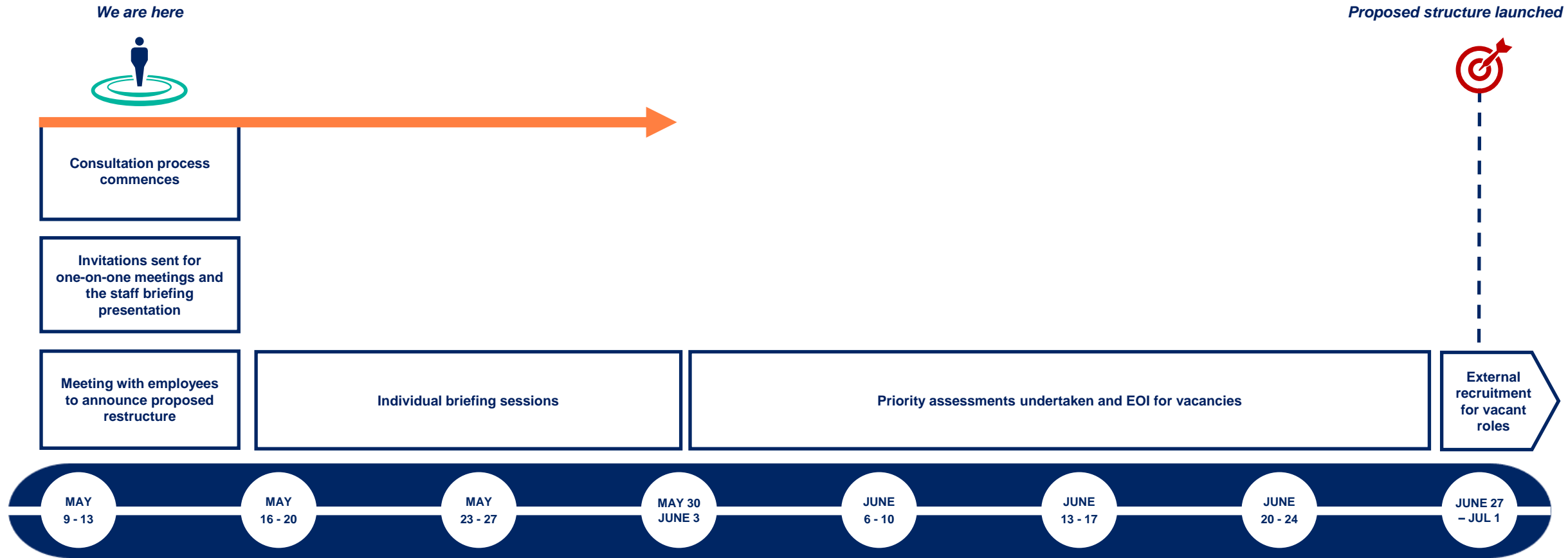
Single consistent view of Communications

Next steps

Next steps

We are here

Proposed structure launched

Consultation process commences

Invitations sent for one-on-one meetings and the staff briefing presentation

Meeting with employees to announce proposed restructure

Individual briefing sessions

Priority assessments undertaken and EOI for vacancies

External recruitment for vacant roles

| MAY 9 - 13 | MAY 16 - 20 | MAY 23 - 27 | MAY 30 JUNE 3 | JUNE 6 - 10 | JUNE 13 - 17 | JUNE 20 - 24 | JUNE 27 – JUL 1 |

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What's happening next?

Over the next few weeks, we will book individual one-on-one meetings with each affected employee to discuss the proposed model and what it means for you.

When: We will schedule these over the next few weeks

Duration: 30 minutes for each individual meeting

Attendees
and Purpose: Catrin Hobart and Keshia Kharkovsky (HRBP) will meet with impacted staff to provide additional details and discuss any individual concerns

       Please keep an eye out for invitations from Keshia Kharkovsky

Questions: If you have any questions about the meetings that are being scheduled, please contact Keshia Kharkovsky (Keshia.Kharkovsky@health.nsw.gov.au)

More info

How to find information, provide feedback and access support

- Visit the dedicated <u>Teams channel</u> to find:

  - Individual position descriptions
  - Copy of this presentation

- For advice and support:

  - For further assistance regarding the proposed model, roles & functions: Catrin Hobart <u>Catrin.Hobart@health.nsw.gov.au</u>

  - For HR related support: Keshia Kharkovsky & Dominic Trewick (<u>Keshia.Kharkovsky@health.nsw.gov.au</u> & <u>Dominic.Trewick@health.nsw.gov.au</u>)

  - Access free support via our EAP – <u>Converge International</u> for a free confidential, counselling, coaching and wellbeing service on (02) 8644 2323 (option 4).

- Suggestions and feedback are welcome during the consultation period, please email either:

  - <u>Keshia.Kharkovsky@health.nsw.gov.au</u> or <u>EHNSW-Engage@health.nsw.gov.au</u>

Questions?

Appendix

Direct matching of roles: principles and process

Key principles

- **Opportunity:** many roles created as temporary are now in reality permanent

- **Desire:** a lean process to change the status of roles (and thereby the status of the occupant of the role)

- **Requirement:** fairness and transparent, consistent with recruitment policy

NB: If no change to role, staff will continue in the same position.

Process followed

To be matched directly to a role, staff must meet the following criteria:

1) Previously been through merit selection (for temporary role)

AND

2) Already doing role for at least one year and performing well

AND

3) Existing role provides opportunity to change role status

   o Same grade

   o Similar level of accountability

   o Similar general remit