Consultation Paper

Digital Solutions Division Realignment

1. Introduction

Digital Solutions Division (DSD) is responsible for the delivery of digital health capabilities across the ACT public health system. DSD delivers reliable, secure, user and patient centric digital services, enabling ACT health services to deliver an optimum standard of healthcare.

The division provides high-level leadership, management and strategic advice in relation to technology capabilities across the ACT public health system.

ACT Health Directorate (ACTHD) and Canberra Health Services (CHS) have been reviewing governance structures and services with an aim of capitalising on identified synergies that will result in more effective and efficient delivery of ICT services across the ACT public health system.

With current priorities, including the Critical Services Building, the DHR upgrade to Hyperdrive and further embedding the DHR into the services, it is imperative DSD respond to these changes in CHS by implementing a change in structure to ensure the engagement with ACT Public Health services is not negatively impacted.

2. Current model

The main reasons for this proposed change are:

- Ensure continuity of customer engagement with the ACT public health system.
- Align synergies within DSD to further enhance stakeholder engagement and relationship with CHS and North Canberra Hospital (NCH), currently there are functions within DSD that carry out customer engagement and delivery services for the ACT public health system but lack a coordinated approach. Bringing customer engagement and delivery services under the same Branch will assist with effective use of resources, save time and reduce costs.
- The change will benefit efforts ACTHD and CHS have progressed in enhancing ICT governance arrangements for the ACT public health system.

3. Future Model

Digital Solutions Division (DSD) is proposing the implementation of a change in structure to implement a robust Customer Engagement and Planning function within the Division, in the Future Capability Branch. These teams will be made up of existing functions in the Division, bringing together expertise that will better assess and deliver on our customers' emerging needs.

CHS has recently announced their Chief Information Officer (CIO) will be leaving the Directorate within a short timeframe, which will have an impact on DSD in an engagement capability. The CIO functioned as the key liaison point between CHS and DSD and the absence of this contact warrants a carefully considered solution to enhance engagement with CHS from a technological front, given DSD continues to be the official provider of IT services for the ACT Public health system, in partnership with DDTS.

Some of the benefits of the proposed structure include:

- Better alignment of existing functions within DSD for engagement with CHS and NCH.

- Improved flow of information between the Health Services through increased engagement and representation at key governance committees.
- Partner with the ACT Public Health System in delivering exceptional health care to the community by providing effective and sustainable technology solutions through better representation and enhanced engagement with the Health services.
- Improve relationship between ACTHD, CHS and NCH resulting in service delivery efficiencies.
- DSD would have better visibility of emerging needs across both health services which introduces the potential for further cost savings through better use of existing resources to address emerging customer needs.
- Better alignment of functions within the Future Capabilities Branch to ensure that the focus is to predominantly provide innovative technological solutions to harness the future capability needs of the health services, rather than managing BaU functions and reporting capabilities.
- Reduction of reporting lines into the Executive Branch Manager Future Capabilities. Since March 2023, the Branch was structured to have approximately 5 Senior Officer Grade B's reporting directly to the EBM, there has been a lack of a graded team structure (SOGA), providing limited opportunities for staff within the Branch in terms of career progression. This will be mitigated with the change in reporting lines for the SOGBs to the newly created Senior Director role.
- Reduction in reporting lines to the same classification levels.
- Reduction of the size of the Office of the CIO, while focusing business engagement, planning and development of new ICT services in the Future Capabilities Branch.

The proposed change is as follows:

- A Customer Engagement Hub will be established under Future Capabilities, comprising of the Client Services Team, Business Analysis and Architecture teams, including Infrastructure Management.
- A Delivery Hub will be established under Future Capabilities, comprising of Portfolio Management Office, Project Managers, Infrastructure Project Managers and Testing.
- Infrastructure Project Managers and Infrastructure Architecture would have a dotted reporting line into the Senior Director, Critical Services and Infrastructure Hub. .
- A Business Partner and Lead Analyst role created in the Customer Engagement team at the SOGB level, using existing resources.
- The Senior Director OCIO role re-purposed to Senior Director Customer Engagement.
- A Senior Director of Delivery role will be created and filled using existing resources.
- DSD Training Team would be integrated with the Application Support Branch.
- A project-funded Change and Communications role will be created in the Office of the CIO Hub to provide organizational change management support, considered and consistent communications, and management of staff wellbeing and engagement activities for DSD.

The Customer Engagement team will consist of:

- **Business Partners**: a newly created role in the Division, this role will manage the stakeholder engagement of the health system and be a contact point for the customer regarding requests for system improvements, new system requests and innovation ideas. The Business Partner will also proactively engage with the health services to identify opportunities for ICT related solutions to business problems.

- **Business Analysis:** The business analysis function will continue to perform the analysis of the requirements of ICT system proposals and business case writing for said proposals.
- **Architecture:** Integrating all architecture teams will ensure that they are structured effectively for planning, options analysis, technical design and detailed design. The Infrastructure Architecture team would have a dotted reporting line into the Technical Operations Branch.

The Delivery team will comprise of:

- **Portfolio Management Office:** The team currently reports into the Office of the Chief Information Officer, under this new structure they would move over to Future Capability. The team is responsible for the frameworks, people, processes and tools for project, program and portfolio delivery of new and enhanced capabilities. This team would continue to perform this function, better aligning their work with other members in the Delivery team.
- **Project Managers:** This team is already in Future Capability and will continue to perform the same role. This change will place a Senior Director reporting line for the Project Managers that has not existed since March 2023.
- **Infrastructure Project Managers:** The team currently reports into Technology Operations Branch, under this new structure they would move over to Future Capability with a dotted reporting line to Technology Operations Branch. Bringing all the Project Managers into the one team will capitalize on existing skills and resources and
- **Testing:** This team is already in Future Capability and will continue to perform the same role. This change will place a Senior Director reporting line for the Project Managers that has not existed since March 2023.

In addition to the changes above, a project-funded Senior Director (SOGA), Change and Communications role will be created in the Office of the Chief Information Officer (OCIO). This role will be responsible for the strategic planning, development, execution and monitoring of organisational change management plans and activities including communications, stakeholder management and staff wellbeing and engagement for the Digital Solutions Division.

A copy of the proposed organisational structure is included at Attachment A.

Below is a list of roles that are subject to the proposed change and details of what the changes are:

Role	Proposed change
Senior Director- Business Intelligence and Data	• Repurpose current role to create new permanent role - Senior Director Service Delivery (**PD- Attachment B)** • **Consult with incumbent on the revised PD** • Transfer incumbent to the role at level
Senior Director- Office of CIO	• Review and modify PD in consultation with the incumbent • Create new permanent role- Senior Director- Customer Engagement **(PD- Attachment C)** • Transfer incumbent to the role at level
Senior Director- Communications and Change	• Temporary new role, project funded • Recruit to the role using merit selection processes
Business Partner	• Create new permanent role **(PD- Attachment D)** • Transfer suitable internal resource into the role at level following consultation with relevant employees.

What are the benefits?

Some of the benefits of the proposed structure include:

- Better alignment of existing functions within DSD for engagement with CHS and NCH.
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- Partner with the ACT Public Health System in delivering exceptional health care to the community by providing effective and sustainable technology solutions through better representation and enhanced engagement with the Health services.
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- Better alignment of functions within the Future Capabilities Branch to ensure that the focus is to predominantly provide innovative technological solutions to harness the future capability needs of the health services, rather than managing business as usual functions and reporting capabilities.
- Reduction of reporting lines into the Executive Branch Manager Future Capabilities. Since March 2023, the Branch was structured to have approximately 5 Senior Officer Grade B's reporting directly to the EBM, there has been a lack of a graded team structure (SOGA), providing limited opportunities for staff within the Branch in terms of career progression.

This will be mitigated with the change in reporting lines for the SOGBs to the newly created Senior Director role.

- Reduction in reporting lines to the same classification levels.
- Reduction of the size of the Office of the CIO, while focusing business engagement, planning and development of new ICT services in the Future Capabilities Branch.

Implementation of the future model

Following the consultation period and consideration of feedback the change could bring about updates to a small number of position descriptions, namely those that are currently within the Future Capability and Governance Branch and the Office of the Chief Information Officer. This proposal does not impact current positions in the team and existing roles and responsibilities.

4. Consultation timeline

The below timeline includes the target dates for this consultation process in relation to the DSD organisational structure realignment. Dates may be subject to change if there is significant negative feedback or issues raised that require time to resolve.

Consultation period officially begins	9 February 2024
Consultation period	9 February 2024 – 23 February 2024
Consideration of feedback	26 February 2024 - 1 March 2024
Structure agreed and finalized	4 March 2024
New structure implemented. Some recruitment processes will begin after this date	4 March 2024

5. Frequently asked questions

How can I find out about what the new roles will be i.e., responsibilities and functions?

Work in underway on developing position descriptions for all roles across the division. In the interim, you can speak with the relevant branch manager regarding the specifics of the proposed roles.

I would rather not put my feedback in writing, or discuss with my manager, do I have other options?

Yes, there will be consultation representatives nominated for each branch who will be points of contact to collect feedback in a less formal way. They will then provide this to the Executive team without identifying who provided the comments allowing you to contribute in an anonymous way. You can also directly contact HR if you prefer at HDHR@act.gov.au.

I own a permanent position – but I am being offered a temporary role – what happens to my permanent position?

If you accept a temporary position, your substantive (permanent) role will only be backfilled for the same period of time as your temporary contract. This means that once your temporary arrangement has concluded, you will return to your permanent position unless you find a different opportunity. The roles and responsibilities of your nominal position may change given the new work programs in the division, however you will continue to own the position nominally. Should you revert to your nominal position at a future date, you will be supported in performing the duties of the role at that level.

I would like to speak with HR, who can I contact?

For any feedback, suggestions or queries, please reach out to your manager or to People Strategy and Culture team at HDHR@act.gov.au.

6. Support Available

- People Strategy and Culture can be contacted via JIRA
- Employee Assistance Program (EAP) services can be accessed via
  - Converge International on **1300 687 327 (1300 OUR EAP)**
  - the Online Booking Form
  - the internet page https://www.convergeinternational.com.au.
- All staff form will be held to answer staff queries
- Regular circulation of responses to staff queries