



ACT
Government

**Canberra Health
Services**

Canberra Health Services Consultation Paper

Structure reform – ACT Pathology

Executive Leadership Team and Executive Office

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1. Introduction

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person centred care. It provides acute, sub-acute, primary and community-based health services to the Australian Capital Territory (ACT)—a catchment of approximately 400, 000 people. It also services the surrounding Southern New South Wales region.

CHS administers a range of publicly funded health facilities, programs and services.

ACT Pathology is a part of the Canberra Health Service and is responsible for providing specialist pathology services to all health facilities as well as outpatient services.

Pathology is a medical specialty that determines the cause and nature of diseases by examining and testing body tissues (from biopsies and aspirates, for example) and bodily fluids (from samples including blood and urine). Pathology is essential to the prevention, early detection, diagnosis and treatment of many clinical disorders.

The purpose of the ACT Pathology Executive is to ensure that ACT Pathology strategy aligns with the broader strategy of Canberra Health Services. The Executive ensures that ACT Pathology provides a safe, high quality pathology service to clinicians and consumers and is compliant with all financial, accreditation and statutory reporting requirements. The Executive provides high level leadership to all ACT Pathology business units.

Supporting the Executive is an administration team that perform numerous functions such as responding to official correspondence, supporting Medicare and other complex legislative compliance activities. The administration team also provides additional support to the other senior staff (eg department Directors and Chief Scientists).

2. Purpose

This paper describes a proposal to reform the current ACT Pathology Executive and Administration team structure. It considers the direct implications for the staff employed in this team and any likely impact on the provision of services provided by ACT Pathology.

ACT Pathology is seeking further input from staff and unions regarding this proposal to any final decision being taken.

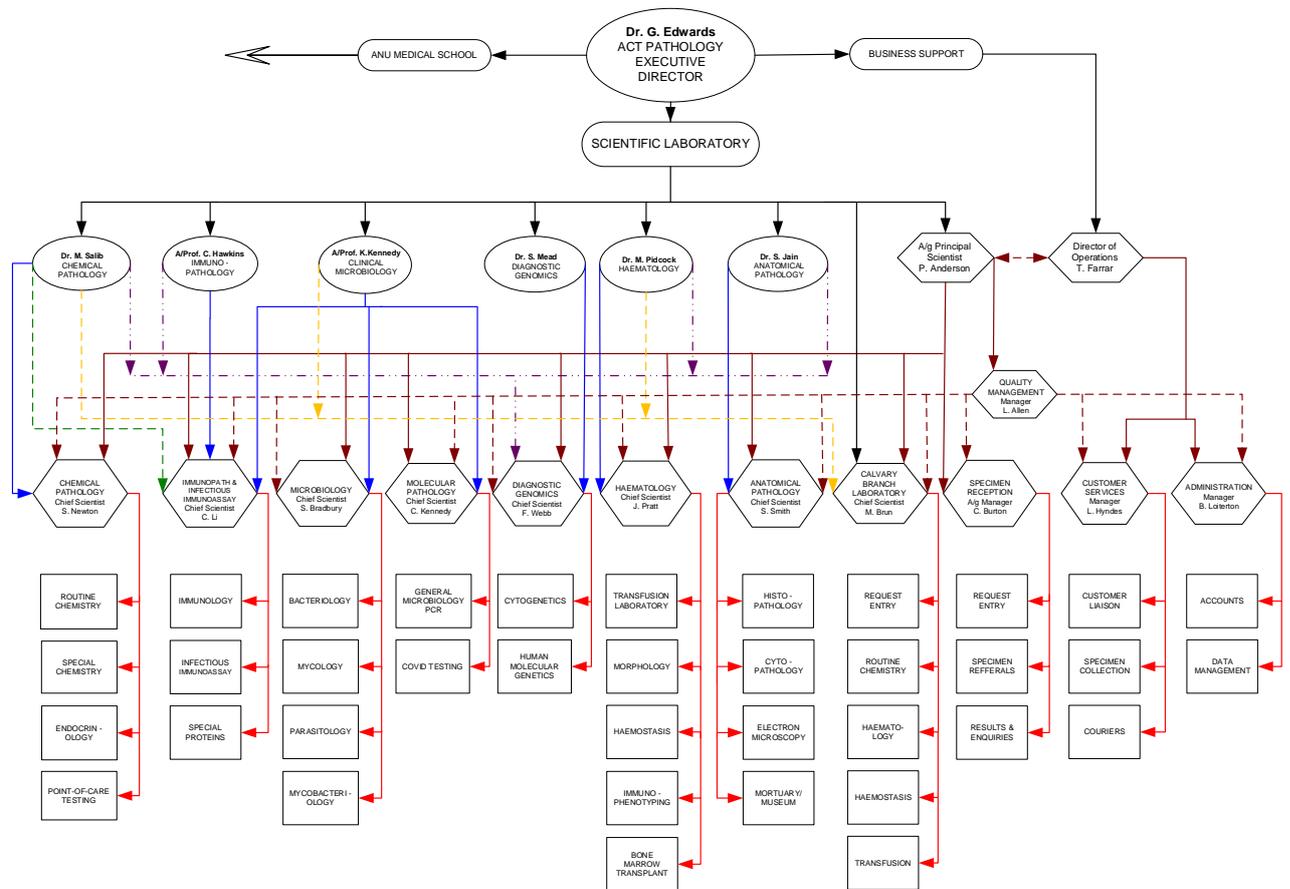
3. Current model

The organisation chart shown below is widely disseminated through ACT Pathology and is provided to NATA, our accrediting body. This model has a number of material gaps that compromise business effectiveness, communications, and culture.

This structure is ambiguous with respect to the relationships between executive, business and administrative roles and how they interact with each other. Currently the business support is coordinated through the Director of Operations role and does not have any executive administration reporting relationships in place.

The Chart also implies that the Chief Scientists in each laboratory section have a formal reporting line into the Clinical Director of the department. This is not accurate. While this representation may be helpful to illustrate clinical governance arrangements (for instance, to satisfy accreditation requirements) it does not represent a true picture of formal operational reporting lines.

The Chief Scientists in fact report to the Principal Scientist role – in line with the industrial Enterprise Bargaining Agreement classifications (EBA). Over time, local departmental arrangements have evolved, and in consequence the consistency with which this formal reporting relationship is observed varies between departments. In some cases, these local arrangements have (incorrectly) been reflected in changes within the ACT Health HR information system and position number hierarchy.



4. Rationale for change

Background – ACT Pathology

ACT Pathology has a proud history of delivering exceptional diagnostic services to clinicians and the community in the ACT. As the pathology landscape evolves, it is essential that ACT Pathology continues to adapt and grow. In 2021, ACT Pathology is facing many concurrent challenges, while confronting a number of very significant opportunities. For example, in the last 24 months ACT Pathology has met, and continues to meet, the challenge of providing rapid and accurate diagnostics for COVID-19.

As business as usual (BAU), ACT Pathology has been preparing for the deployment of game-changing technologies – Abbott automated systems, the EPIC DHR/ Beaker IT systems, the evolving molecular diagnostic landscape, digital health and artificial intelligence – that will bring dramatic changes to ACT Pathology. These technologies will deliver transformational change for ACT Pathology. They will transform the quality of our diagnostic services, our ability to understand our business, and our responsiveness to clinician and consumer need. They will also transform the lived experience of Pathology staff – by offering more rewarding work, better career opportunities and better visibility by the community of the outstanding work our people do.

In addition, ACT Pathology is part of Canberra Health Services which itself is transforming with a physical expansion underway and significant other initiatives.

To best position ourselves to deliver on these opportunities, ACT Pathology has an obligation to ensure that we have outstanding leadership, a well-informed vision and strategy, and structures that best support the delivery of strategy and encourage positive change in workplace culture. This paper describes proposed changes to the current structure and governance to enable ACT Pathology to meet these challenges and seize the opportunities that are confronting us now.

Current executive positions - Principal Scientist and Director of Operations

Over recent years there has been some blurring of functional responsibilities with some degree of “scope creep” impacting both the Principal Scientist and Director of Operations roles.

As a consequence, the functional tasks of these two senior positions have become very unbalanced in practice with a lack of clarity of ownership, reporting relationships and decision making.

In addition, there are some key functions critical to the performance and futureproofing of ACT Pathology that are not adequately represented in either of these senior roles. These include:

- Customer support
- Business development
- Revenue management
- External stakeholder management
- Media and communications
- Brand management

These functions reflect the greater importance of the consumer voice, and of the broader stakeholder base, in ensuring quality and effectiveness in a contemporary Pathology service. They are also critical for ensuring that ACT Pathology governance, BAU activities, and strategy effectively align with CHS values, accreditation requirements, and corporate strategy.

Current significant gap - Pathology ICT and Informatics

An informatics strategy (encompassing ICT technology, information management, business analytics, decision support, data mining and clinician collaboration) is increasingly seen as a core requirement for a contemporary pathology organisation. However, there is no role within ACT Pathology to provide this knowledge or leadership.

Currently, all IT administrative functions are outsourced to the Digital Services Directorate (DSD). The (DSD) Manager of Pathology ICT position works with Pathology Executive in a business partner model and only supports BAU and current projects. It is not a strategic or business-oriented role.

ACT Pathology Executive Office - Executive Advisor and Executive Assistant roles

The current Executive Office is not operating at the desired level. There are ambiguities in job titles, reporting lines and duty statements. With the increase in business demands there is insufficient support for the senior leadership roles. Specifically:

1. Executive Advisor - SOGC

The current Executive Advisor role has an ambiguous title, does not provide adequate leadership to the administration officer roles and does not deliver the level of support required by the Executive. For example, the senior roles require significantly more support with financial analysis, planning and procurement tasks. These functions are increasingly critical to the effective operation of ACT Pathology during a period of rapid and significant change. The current duty statement does not reflect the business needs and over time has operated as an administrative support to the Director of Operations role.

2. Lack of project coordination

The senior leadership also carries a significant burden of project leadership without any available capacity for project support and coordination. This has been exemplified by the current COVID-19 response, which has placed a very significant burden on executives. There are other significant projects in progress lacking support, and there will be more into the future as ACT Pathology modernises.

3. Executive Assistants – ASO3 and ASO4

There is lack of visibility on the provision for administrative support across the various departments of ACT Pathology. This is compounded by lack of clarity about reporting lines, combined with the physical location of these roles across several floors of Building 10, CHS, thereby creating a disconnect.

In addition, a broader internal review of the administration officer duty statements has revealed that they have not been regularly updated (some from 2010) and may not comply with the current CHS 2021 recruitment template and title conventions.

5. Future Model

5.1 Scope of the future model

The following changes are proposed:

1. Senior Executive roles

The following positions are to be removed:

- Principal Scientist (HP6)
- Operations Director (SOGA)

The following positions are to be created:

- Director of Laboratory Operations (SOGA) – duty statement attached
- Director of Pathology Services and Strategy (SOGA) – duty statement attached
- Manager of Digital Pathology and Informatics (SOGB) – duty statement attached

2. Executive Office roles

The following position will be removed:

- The Executive Advisor (SOGC)

The following position will be created:

- Manager, Special Projects, and Business Support (SOGB)– duty statement attached

The following positions will be reviewed only:

- Administration Officer (ASO4) – retitled and relocated
- Administration Officer (ASO3) – relocated

Key proposed roles and titles

Director, Laboratory Operations (SOGA)

The Director of Laboratory Operations will provide a key leadership function for all laboratory-based teams. The role will ensure the ongoing provision of safe and high-quality diagnostic services, with a reputation for scientific and clinical excellence, exciting career path opportunities, and innovation. This will be underpinned and enabled by a contemporary, innovative laboratory operating model and an engaged, high-performing workforce.

Director, Pathology Services and Strategy (SOGA)

The Director of Pathology Services and Strategy will play an important leadership function in consumer-facing roles, supporting the collections team, customer service, patient accounts, business development and courier teams.

This role will also lead the development and implementation of an overarching vision and business strategy for ACT Pathology. This will ensure a contemporary and sustainable pathology service for clinicians and the community and drive an engaged and excited workforce. In turn, the ACT Pathology brand will be recognised for excellence in science, healthcare, innovation and leadership.

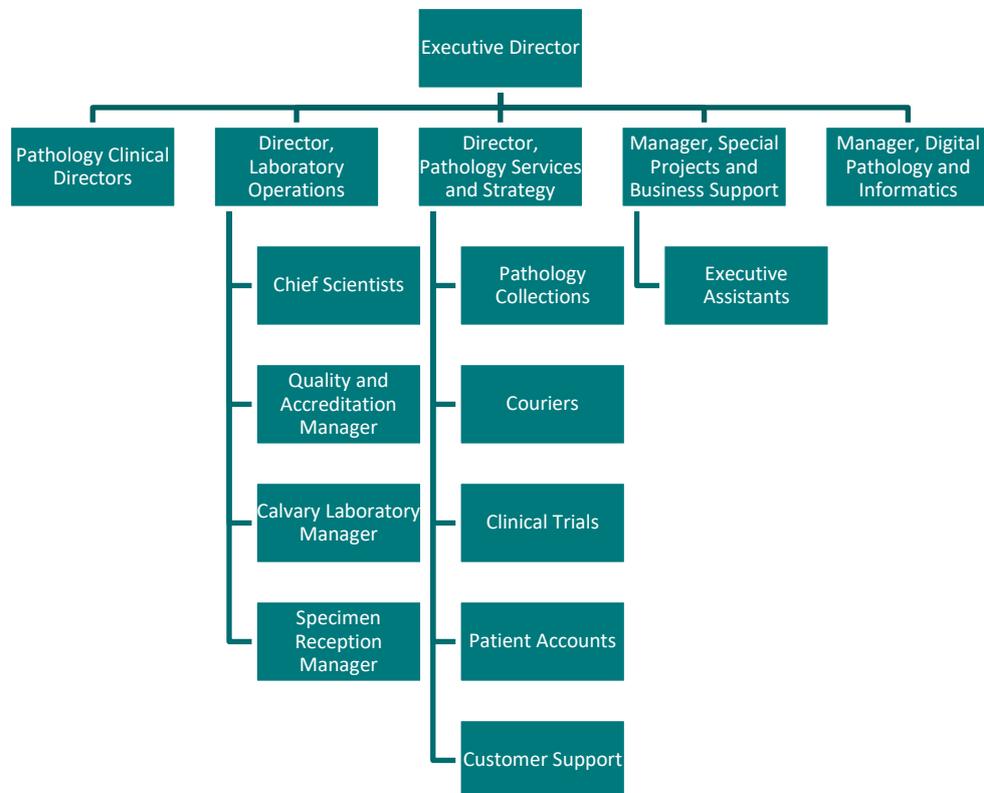
Manager of Digital Pathology and Informatics (SOGB)

This role will be a key member of the ACT Pathology executive. The Informatics Manager will play an important liaison function between ACT Pathology, CHS IT and the DSD, including the DSD-appointed Pathology IT manager. Critically, the Informatics Manager will lead the development and implementation of an Informatics and Digital Pathology strategy that will modernise ACT Pathology's systems, approach to service delivery and its role in healthcare for the community. In turn this role will help secure a future for ACT Pathology as a leader in digital pathology, clinical informatics, decision support and pathology informatics research.

Manager, Special Projects and Business Support (SOGB)

The Manager of Special Projects and Business Support will play a crucial role providing business support to the senior leadership team in a complex and rapidly changing environment. The role will also be responsible for coordinating special projects, including support for project management, stakeholder engagement and communications. In the first instance the role will coordinate ACT Pathology's ongoing response to the COVID-19 pandemic, including supporting multiple stakeholders during a period of substantial change.

The following organisation chart represents the proposed changes with reporting lines:



5.2 Physical design/structure

It is envisaged that the structure will be implemented as soon as possible after the consultation period has closed and final decisions, including appropriate recruitment episodes have been finalised and communicated to all staff. There will be a redesign of the floor space on ground level, 3rd floor and 4th floor. Input from the staff about the floor design is actively sought. Refurbishment of desks and equipment will occur where necessary and within R & R schedule.

5.3 Benefits of the future model

- 1 The redesign and creation of the Senior Executive roles is designed to ensure:
 - More effective and accountable senior leadership to provide a platform for a sustained improvement in workplace culture
 - A more balanced and cohesive executive leadership team, providing both BAU support and more effective execution of strategy
 - A clearer articulation of the ACT Pathology brand, and supporting a reputation for excellence, innovation, and community engagement
 - More contemporary role descriptions that encompass the core role requirements for senior leaders in a complex public pathology organisation
 - Greater clarity and consistency of governance structures and reporting lines within ACT Pathology

- More effective allocation of resources and support to allow effective senior leadership
 - More effective and responsive Pathology IT support; greater alignment of DHR and other IT strategies to ACT Pathology's requirements; greater engagement with clinical and other stakeholders to support clinical decision making; a strategy for innovation and modernisation for ACT Pathology underpinned by a vision for a digital pathology future.
- 2 The redesign of the Executive Office roles is designed to ensure:
- As the administration officer roles will report to the Manager of Special Project and Business Support, there will be:
 - effective supervision and line management of administration officers
 - a balanced allocation of administration tasks
 - ensures office management, workflows and work priorities are aligned to the strategic and BAU requirements of ACT Pathology
 - Provide more effective and rational role delineation
 - Provide more consistent and high-level business support to senior leadership -thereby improving the capability and capacity of the senior leadership group
 - Higher level support for and coordination of special projects, including in the first instance ACT Pathology's response to the COVID-19 pandemic
 - Clarify and reduce ambiguity in job titles and duty statements
 - Improve job satisfaction, reduce inefficiencies, and improve workplace culture

5.4 Implementation of the future model

It is envisaged that the proposed structure will be implemented as soon as possible after the consultation period has closed as per the following timeline:

5.5 Related change processes

A communication package to inform internal and external stakeholders will be announced as soon as possible.

5.6 Implications for not undertaking the change

Not implementing the proposed structure will:

- Impact on the standard and delivery of administrative support to Pathology
- Business continuity will remain at risk
- ACT Pathology will not be able to respond to the complex external CHS projects currently underway

6. Consultation methodology

This proposal provides the detail in relation to the ACT Pathology Executive restructure. There are still details that needs to be determined and your feedback, suggestions and questions will assist in further refining the proposal.

Under the Union Encouragement Policy, employees will be given full access to union officials/delegates and facilities during working hours to discuss the restructure on the provision that work requirements are not unreasonably affected.

	Action	Dates
1	Letter and consultation document to be provided to all affected staff and Unions - HSU & CPSU	22/10/2021
2	Initial presentation of the proposal at a Departmental Staff Meeting by the Executive Director	TBA
3	The Executive Director and HRBP to meet with affected staff to discuss the proposed changes and answer any questions	TBA
4	Feedback via survey monkey will be open for two weeks	22/10/2021 to 5/11/2021
5	Any provided suggestions from consultation will be reviewed and any changes incorporated into the final paper	05/11/2021
6	Decision will be announced and proposed recruitment steps	15/11/2021

Feedback can be provided via Survey Monkey <https://www.surveymonkey.com/r/CGDWVYY> or via email to Dr Glenn Edwards, Executive Director at actpathologyed@act.gov.au or CHS.WR@act.gov.au

In particular we are seeking responses to the following questions:

- Do you support the proposed changes?
- Do you think the proposed structure will position ACT Pathology for the future?
- Do you think the proposed structure will support the work you perform in ACT Pathology?
- Do you think the proposed structure will support the contribution your Unit makes to ACT Pathology?
- Would you like to make some further comments to be considered?

7. References

Document	Author
Consultation Guidelines for Managers	People & Culture, Canberra Health Services
Recruitment policy	People & Culture, Canberra Health Services
ACTPS Union Engagement Policy	ACT Public Service

CONSULTATION PAPER



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Administration and Related Classification EBA 2018-2021	ACT Public Service
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