

8 January 2023

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

By email: [secretary@hsu.asn.au](mailto:secretary@hsu.asn.au)

**Re: NSW Health Pathology Leadership – Strategy & Transformation Structure**

Dear Mr Hayes

I am writing to you to provide notice of intended changes to the NSW Health Pathology (NSWHP) Strategy and Transformation portfolio leadership structure.

Since the commencement of the appointment of new Chief Executive, Vanessa Janissen in October 2023, we have focused on how we can set out people and our services for future success, given we are at another pivotal moment for NSWHP and the broader health system.

As part of the complex landscape, we continue to be accountable for efficiency and savings targets for NSW Health's annual Efficiency Improvements Program and the new Comprehensive Expenditure Review. At the same time, NSWHP is on the verge of digital health revolution and rapidly emerging technology, that will transform how we shape and deliver our services.

With this in mind, the NSWHP Senior Leadership Team have adopted a dual focus on transformation and efficiency that needs to be clinically led and operationally aligned with the right support structures for change. As a result of this focus, I provide the following Strategy and Transformation structure updates:

- Professor Robert Lindeman will take on a redesigned role to lead our Clinical Transformation priorities, which will include the leadership and functions of our statewide Genomics and Point of Care services and Clinical Streams, whilst continuing line reporting responsibilities for our Local Pathology Directors. Those identified leadership staff and positions we anticipate will have a change in reporting line in 2024.
- With recognition of the changes to the Strategy and Transformation Team, we have decided to remove the HES position of Director, Strategy and Transformation from the NSWHP structure in 2024.
- With the broader alignment of services, NSWHP have taken the opportunity to change the reporting responsibilities from the portfolios of Research and Biobanking from Chief Executive, Vanessa Janissen to Chief Pathologist & Director of Medical Services, effective from 15 January 2024.
- Given the growing importance of our emerging technology, in 2024 will also anticipate integrating our Business Analytics and Insights teams through a consultative and transitional approach to make best use of their combined competencies and expertise. This integration will ensure their work can inform and

support operations and Fusion, and help bring forward the shift to AI, self-service care, and better data literacy. It will also allow for enhanced development pathways across the team.

We will continue to provide updates as the Strategy and Transformation restructure develops, whilst the services continue to perform a vital role in our Pathology 2035 blueprint and transforming how pathology services are delivered to patients, customers, and health stakeholders in the future.

Please feel free to reach out with any questions or feedback at [deanna.paulin@health.nsw.gov.au](mailto:deanna.paulin@health.nsw.gov.au).

Yours sincerely

*Dr Deanna Paulin*

Dr Deanna Paulin

Director, People & Culture

**NSW Health Pathology**