Acknowledgement of Country

I would like to begin by acknowledging the Traditional Custodians of the land on which we are all on today, and pay my respects to their Elders past, present and future.

I extend that respect to Aboriginal and Torres Strait Islander colleagues here today.

eHealth NSW

Staff Briefing

Taking you through some changes ahead

22 February 2024

eHealth NSW

Agenda

1. **Background and context**

2. **Drivers for change**

3. **Overview of proposed changes**
   Changes at a glance, current and future organisational structure

4. **How it will work**
   Overview of how the teams will work together in the future

5. **What to expect**
   Consultation process and providing feedback

6. **Support available**

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We are realigning parts of our organisation

Let's go through the changes ahead

Background and context

Since inception, eHealth NSW and our Directorates have served to meet the needs of our customers, our partners, and the people of NSW. We have grown organically and evolved in line with customer demand, increased digitisation, new technologies and operating methodologies.

As eHealth NSW continues the journey towards becoming the digital centre of excellence for NSW Health, we need to continuously evolve, improve and change the ways services are delivered.

The eHealth NSW Business Plan 2022-2025 focuses on developing our internal capabilities, organisational culture and ways of working. Over the last 12 months, Digital Infrastructure Services has identified opportunities to better align our operations to business plan outcomes.

This will enable Digital Infrastructure Services to continue to modernise and develop our products and services, support cloud transformation and drive better outcomes for our customers.

Drivers for change

The changes we go through today will support two key Business Plan Outcomes

#1 Customer-centricity

Embed customer-centricity into the organisation by understanding our customers and by proactively engaging them in the design and continuous improvement of our services, products and experiences to ensure that their needs are met.

#2 Integrate With Government & Digital Initiatives

Embrace the trend towards a whole-of-government approach by increasingly interacting and integrating with other NSW customer and digital initiatives in areas most beneficial to goals and objectives of NSW Health.

#3 "One eHealth" Operating Model

Transition towards a more integrated operating model with streamlined ways of working, centred around customers, products and services, that moves away from siloed approaches.

#4 People & Culture

Continue to embed the eHealth NSW People & Culture strategy to support our workforce to embrace change, innovation and growth, and work in partnership across the health system to make a positive difference.

#5 Quality, Learning & Research

Bring quality improvement to organisation-wide processes and position eHealth to be a learning organisation that is research-led through the development of a consistent strategy and supporting frameworks.

#6 Resilience & Sustainability

Managing digital health systems, infrastructure, and security with an outcomes-focused lens to deliver a resilient, safe and consistent digital health environment that is financially and environmentally sustainable.

#7 Strategic Partnerships, Innovation & Commercialisation

Refine the partner engagement strategy to focus on creating maximum shared value and support NSW Health to be a leader in the innovation and commercialisation of digital health products and services.

#8 Vision & Communications

Position eHealth NSW as the digital health centre of excellence by celebrating our successes and clearly articulating the benefits and value of our work to our organization, partners, customers, patients and consumers.

Changes at a glance

What is changing?

We are moving to a new operating model and to product-based teams in Digital Infrastructure Services

1. A new structure with new roles in Capability Management, Engineering and Product Ownership

2. 41 new permanent full-time roles to be created

3. Existing staff are to be matched to roles within the new structure, except for 2 PFT employees and 1 TFT

4. Contractors and affected staff will be invited to apply for new vacant roles.

5. Opportunity for career progression with the creation of more senior roles

What will remain the same?

- Working together to ensure customer experience is at the highest quality

- We will continue to deliver our DIS products, platforms and services

- Awards will remain the same for staff matched to roles

This Staff Briefing will outline the changes in detail, and offer an opportunity to ask questions and provide feedback

Changes at a glance

Product Owners

- 2 x Senior Product Owners, HM5

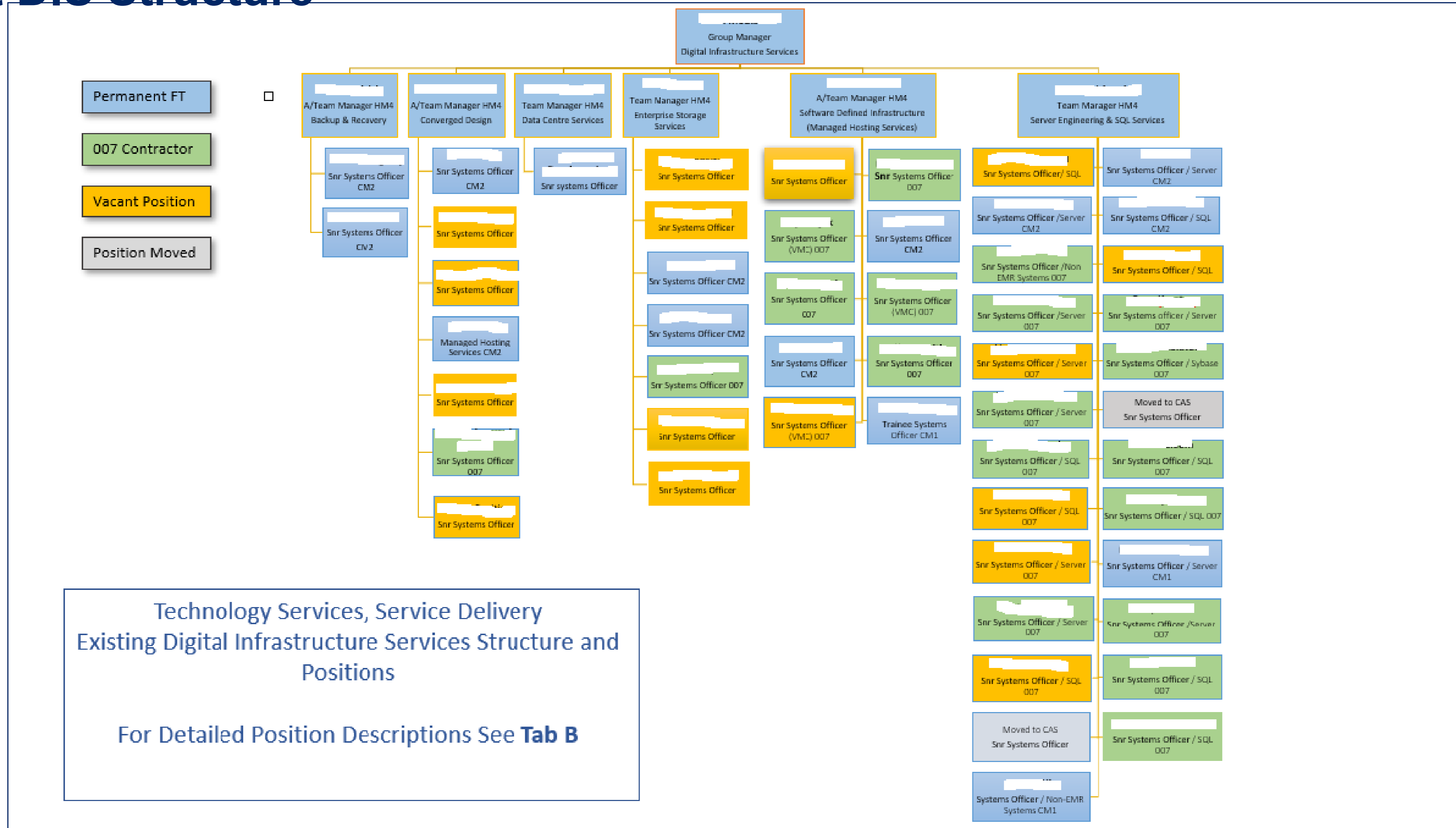- 6 x Product Owners, HM4

Capability Managers

- 2 x Capability Managers, HM4

Engineers

- 5 x Principal Engineers HM5

- 8 x Senior Engineers, HM4

- 2 x Engineers, HM3

- 12 x Engineers, CM2

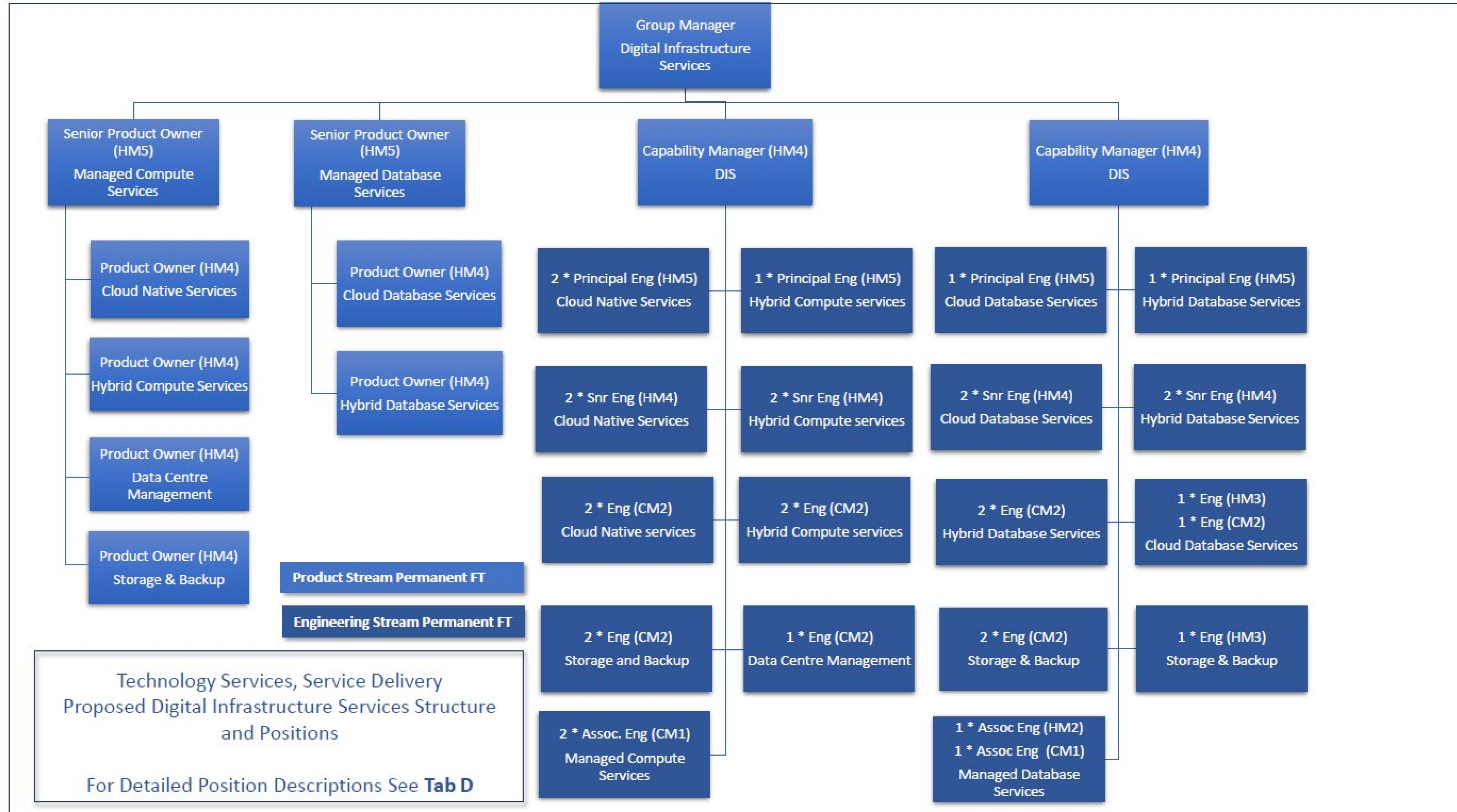- 1 x Associate Engineers, HM2

- 3 x Associate Engineers, CM1

Current and Future Organisational Structure

Current DIS Structure

Technology Services, Service Delivery
Existing Digital Infrastructure Services Structure and Positions

For Detailed Position Descriptions See **Tab B**

10

Proposed DIS Structure

Group Manager
Digital Infrastructure Services

Senior Product Owner (HM5)
Managed Compute Services

Senior Product Owner (HM5)
Managed Database Services

Capability Manager (HM4)
DIS

Capability Manager (HM4)
DIS

Product Owner (HM4)
Cloud Native Services

Product Owner (HM4)
Hybrid Compute Services

Product Owner (HM4)
Data Centre Management

Product Owner (HM4)
Storage & Backup

Product Owner (HM4)
Cloud Database Services

Product Owner (HM4)
Hybrid Database Services

2 * Principal Eng (HM5)
Cloud Native Services

1 * Principal Eng (HM5)
Hybrid Compute services

1 * Principal Eng (HM5)
Cloud Database Services

1 * Principal Eng (HM5)
Hybrid Database Services

2 * Snr Eng (HM4)
Cloud Native Services

2 * Snr Eng (HM4)
Hybrid Compute services

2 * Snr Eng (HM4)
Cloud Database Services

2 * Snr Eng (HM4)
Hybrid Database Services

2 * Eng (CM2)
Cloud Native services

2 * Eng (CM2)
Hybrid Compute services

2 * Eng (CM2)
Hybrid Database Services

1 * Eng (HM3)
1 * Eng (CM2)
Cloud Database Services

Product Stream Permanent FT

Engineering Stream Permanent FT

2 * Eng (CM2)
Storage and Backup

1 * Eng (CM2)
Data Centre Management

2 * Eng (CM2)
Storage & Backup

1 * Eng (HM3)
Storage & Backup

Technology Services, Service Delivery
Proposed Digital Infrastructure Services Structure and Positions

For Detailed Position Descriptions See **Tab D**

2 * Assoc. Eng (CM1)
Managed Compute Services

1 * Assoc Eng (HM2)
1 * Assoc Eng (CM1)
Managed Database Services

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How will it work?

Looking at how the proposed structure will work in practice

Product Based Teams

Capability Management

There are two proposed capability pools in DIS which is where all the engineering roles will sit. Engineering roles will be split between the two pools. The Capability Managers will be responsible for the day-to-day staff management, performance and development, training, resource management, staff administration etc
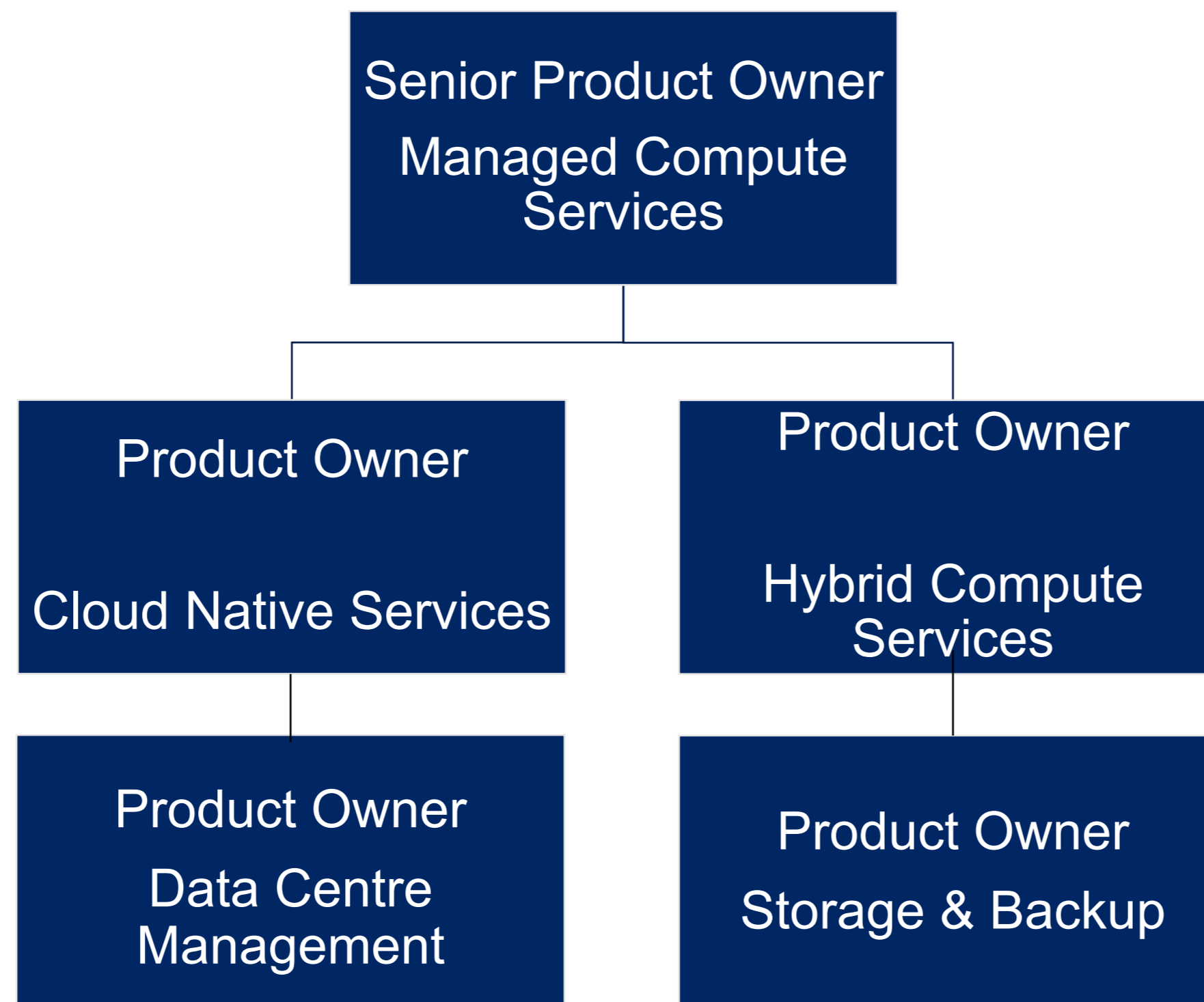
Engineering role family

Principal Engineers, Senior Engineers, Engineers and Associate Engineers covering the various disciplines will report to a Capability Manager however will organise into product-based teams to perform their day-to-day work aligned to the product streams

Product Owner

There are 2 Senior Product Owners and 6 Product owners. The Senior Product owners will report to the Group Manager, Digital Infrastructure Services and the product owners will report into the Senior Product Owners. SPO's and PO's owners will be responsible for driving the roadmap, development, lifecycle, finances etc of the various products within their product streams
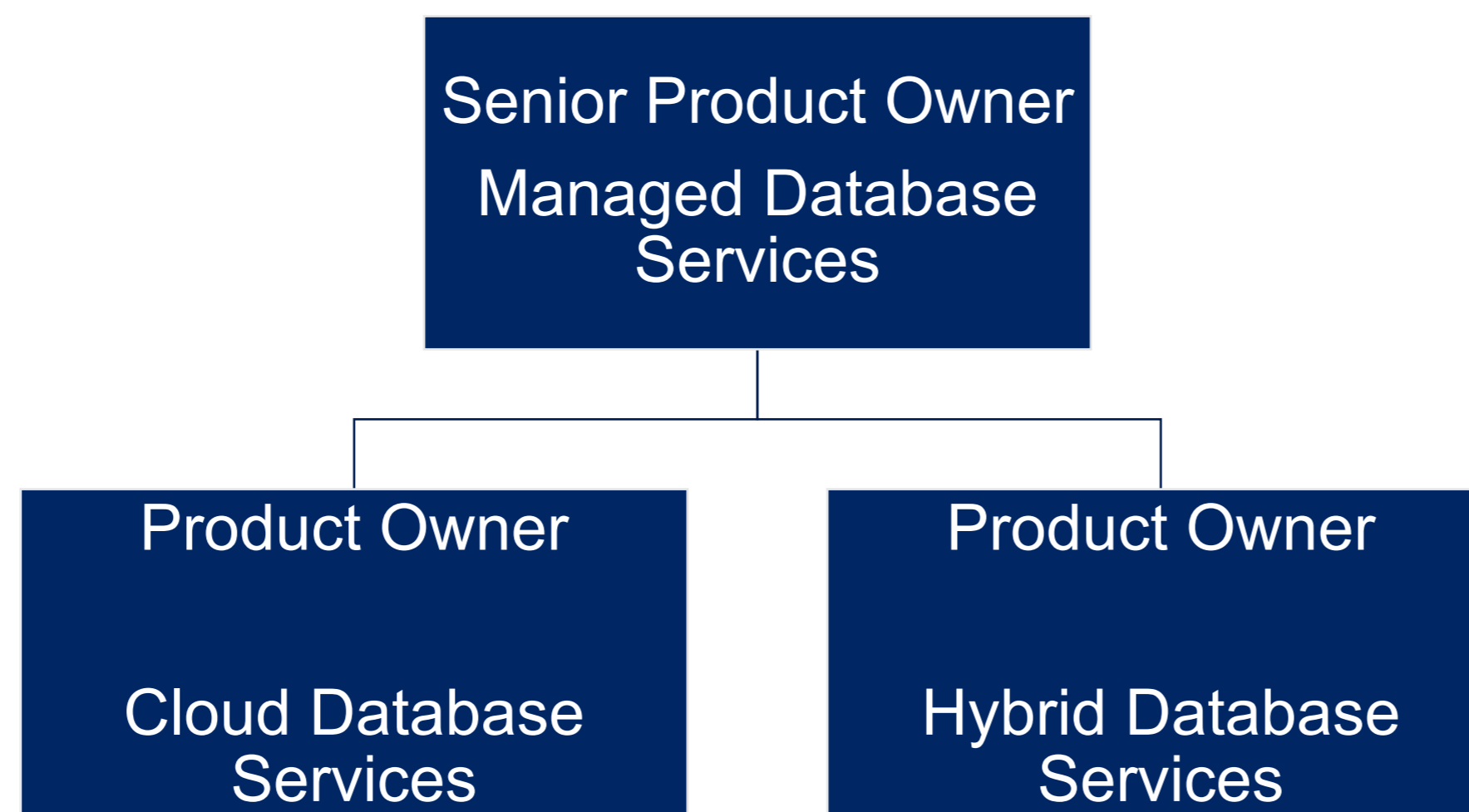
Product Stream - Managed Compute Services

```
                    ┌──────────────────────┐
                    │ Senior Product Owner │
                    │                      │
                    │  Managed Compute     │
                    │     Services         │
                    └──────────────────────┘
                              │
              ┌───────────────┴───────────────┐
    ┌──────────────────┐           ┌──────────────────┐
    │  Product Owner   │           │  Product Owner   │
    │                  │           │                  │
    │ Cloud Native     │           │ Hybrid Compute   │
    │   Services       │           │   Services       │
    └──────────────────┘           └──────────────────┘
              │                             │
    ┌──────────────────┐           ┌──────────────────┐
    │  Product Owner   │           │  Product Owner   │
    │                  │           │                  │
    │ Data Centre      │           │ Storage & Backup │
    │ Management       │           │                  │
    └──────────────────┘           └──────────────────┘
```

Cloud Native Services: Design/Build/Run of solutions hosted within the eHealth SMC construct.

Hybrid Compute Services: Design/Build/Run of solutions hosted within the eHealth VMC and on premises platforms.

Data Centre Management: Product Services on premiss Government Datacentre Management.

Storage & Backup: Enterprise Storage Services and Backup and Recovery Services.

Product Stream – Managed Database Services

```
                    ┌─────────────────────────┐
                    │  Senior Product Owner   │
                    │                         │
                    │   Managed Database      │
                    │      Services           │
                    └────────────┬────────────┘
                 ┌───────────────┴───────────────┐
    ┌────────────────────────┐      ┌────────────────────────┐
    │    Product Owner       │      │    Product Owner       │
    │                        │      │                        │
    │   Cloud Database       │      │   Hybrid Database      │
    │     Services           │      │     Services           │
    └────────────────────────┘      └────────────────────────┘
```

Cloud Database Services: Product development and support for Microsoft SQL on IaaS and PaaS offerings in Microsoft Azure and Amazon Web Services

Hybrid Database Services: On-premise support and database 'migration to cloud' activities. VMC supported Databases.

Engineering Roles

No. of positions	Position title	Grade
2	Principal Engineer, Cloud Native Service	HM5
1	Principal Engineer, Hybrid Compute Services	HM5
1	Principal Engineer, Cloud Database Service	HM5
1	Principal Engineer, Hybrid Database Service	HM5
2	Senior Engineer, Cloud Native Service	HM4
2	Senior Engineer, Cloud Database Service	HM4
2	Senior Engineer, Hybrid Compute Service	HM4
2	Senior Engineer, Hybrid Database Service	HM4
2	Engineer, Cloud Native Service	CM2
1	Engineer, Cloud Database Service	CM2
1	Engineer, Cloud Database Service	HM3
2	Engineer, Hybrid Compute Service	CM2
2	Engineer, Hybrid Database Service	CM2
1	Engineer, Storage & Backup	HM3
4	Engineer, Storage & Backup	CM2
1	Engineer, Datacentre Management	CM2
2	Assoc Engineer, Managed Compute Services	CM1
1	Assoc Engineer, Managed Database Services	CM1
1	Assoc Engineer, Managed Database Services	HM2

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What to expect

Consultation process and providing feedback

Process and proposed timeline for realignment

We are here
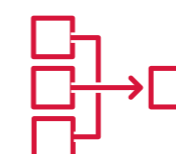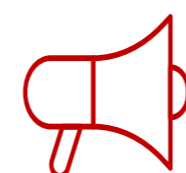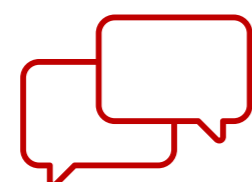
Announcement	2 Week Consultation Period	Review Feedback	Approval	Staff Briefing	Implement	Recruitment	New org structure in place	Ongoing support
of a proposed change to organisational structure	Staff and Health Services Union have the opportunity to provide feedback.	All feedback will be reviewed and considered by our EMT.	Final Change to be approved by CE and ED	Announce result of Consultation	Commence implementation of our new structure (if approved).	Merit based recruitment processes undertaken to fill new positions		Support and welcome initiatives planned to support our teams

Feb **Mar** **Apr**

How to find information and provide feedback

You will be sent via email:

- This presentation
- FAQs
- Copies of proposed Role Descriptions

Suggestions and feedback are welcome during the consultation period

- Via email to your Manager or Group Manager
- Via email to Leanne Tipping (HR Business Partner)
- Live during our staff briefings
- During 1:1s with managers
- DIS Teams Channel (SD TCS Digital Infrastructure Services / DIS Op Model)

As we navigate our new and changing environment, it is important that we continue to look after ourselves and each other.

Resources available to support you

Your direct manager

- Schedule 1:1s with your manager to discuss

HR Support

For further assistance regarding the proposed changes

- Leanne Tipping, HR Business Partner

Access free support via our Employee Assistance Program (EAP)

- Converge International offer eHealth NSW employees and contractors and their families with a free confidential, counselling, coaching and wellbeing service on (02) 8644 2323 (option 4).

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Thank you