

Staff realignment consultation guide

February 2023

Purpose

This consultation guide provides staff across the Justice Health and Forensic Mental Health Network (Justice Health NSW) with information about the realignment of the Executive team and the movement of some teams across directorates.

Case for change

As Justice Health NSW prepares to implement our 10-year Strategic Plan – *Together for Healthier Tomorrows*, a number of changes are proposed within our organisational structure.

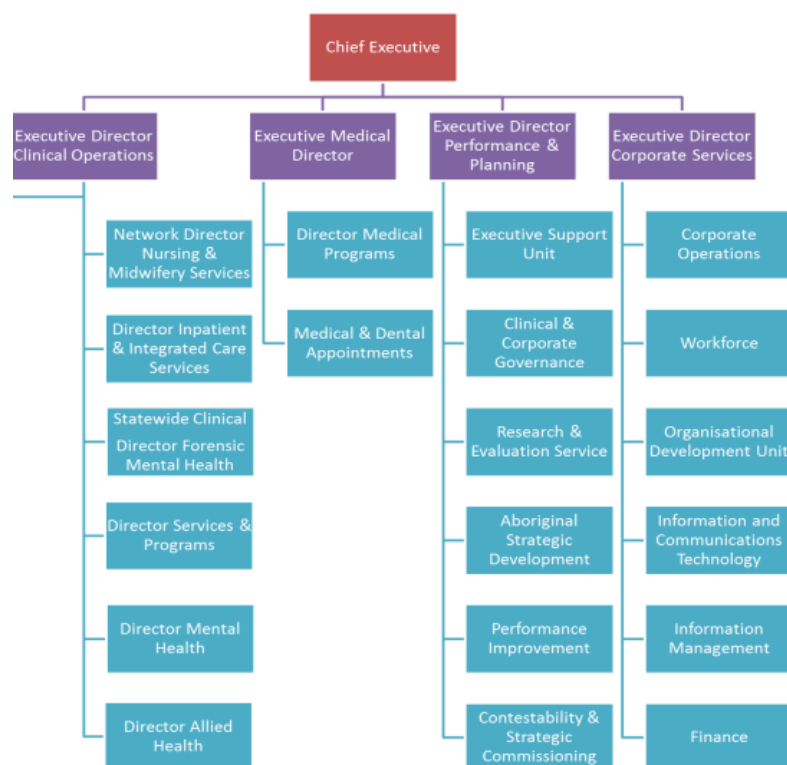
Our shared 10-year vision is bold, and in order to achieve success for our patients, we need to ensure we are best placed to deliver our services into the future.

The realignment of the Executive Leadership team is driven by a requirement to have effective decision making and cross collaboration in all areas of Justice Health NSW. Most importantly, the changes will see the alignment of leadership and functions/services to enable the future delivery of our Strategic Plan 2023-32.

Further reasons for the change include:

- the need for collective leadership across Justice Health NSW, reducing the requirement for the Chief Executive to be the single point of accountability
- key priority areas are not currently represented at the strategic leadership level including:
 - people and culture
 - Aboriginal and Torres Strait Islander health
 - data, digital transformation, ICT and Information Management.
- clinical streams do not currently align with the patient journey which inhibits the delivery of integrated care
- consolidate enabler functions and operational patient service delivery
- the previous restructure was not fully implemented and benefits/goals were not realised
- there is currently limited collaboration across areas resulting in duplication of tasks and/or inconsistencies in applications of services and advice.

Current structure



Purpose of the realignment

The purpose of the Executive realignment is to ensure that we are better placed for the future and delivery of our Strategic Plan 2023-32 – *Together for Healthier Tomorrows*. It will also aim to:

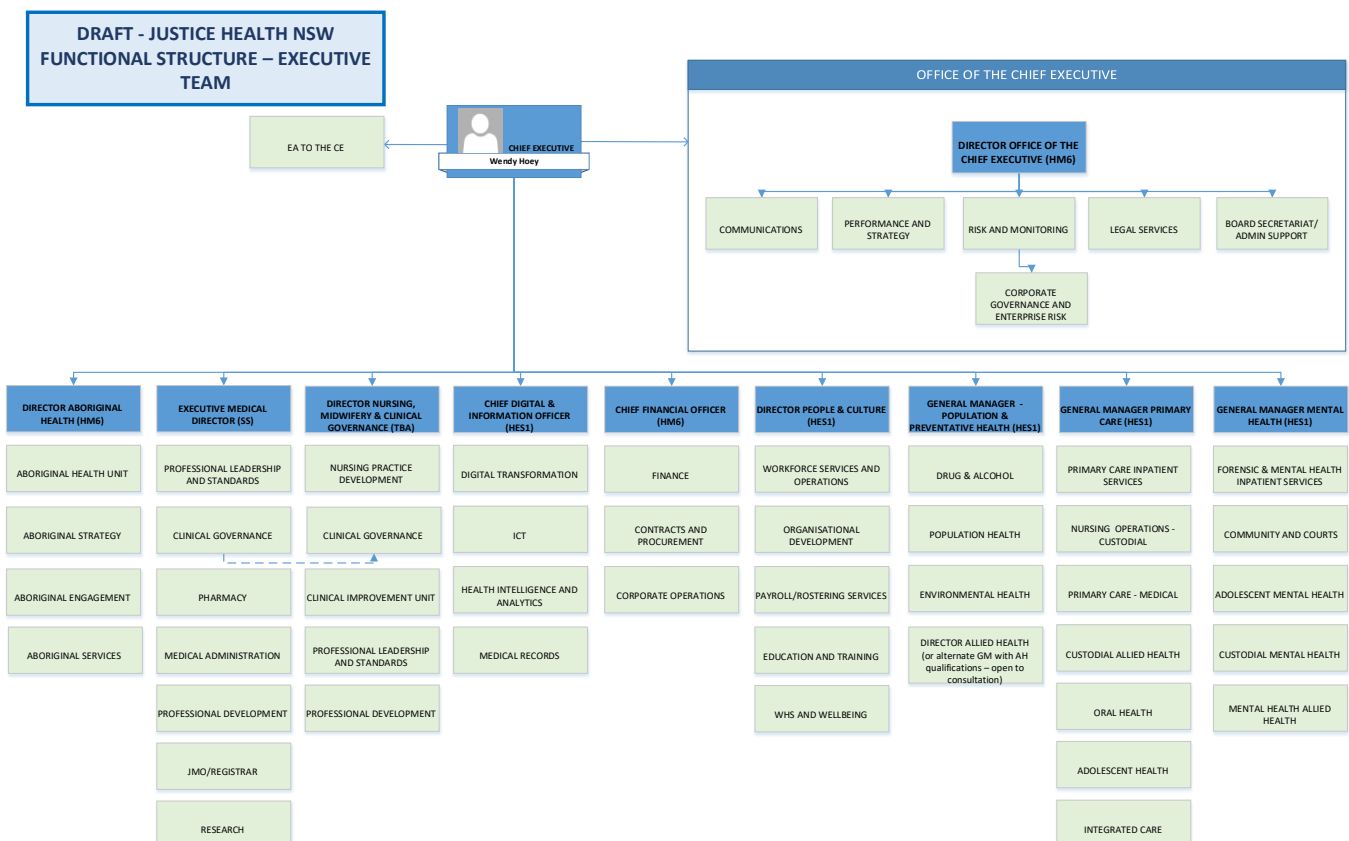
- increase accountability and responsibility at the Executive level
- ensure that our Workforce is considered a central part of the decision making process
- ensure Aboriginal and Torres Strait Islander representation at Executive level
- facilitate better clinical engagement
- enhance functional/service integration and coherence
- unite our Data, ICT and Information Management functions to enable and empower data driven decision making aligned to strategic priorities

- align clinical streams with patient journey and clinical need
- enable multidisciplinary collaboration in care provision through the creation of clinical directorates
- strengthen aligned direction and front line voice in decision making through a flatter structure.

Most importantly, the realignment will aim to create a culture that drives collaboration, transparency, psychological safety (belonging) and performance.

Proposed organisation structure – Executive Team

This displays the positioning of functions in the proposed structure.



Benefits of the proposed change

By ensuring we have the right people at the table to influence our future delivery and reform, we will ultimately deliver better care to our patients.

The benefits that will result from realigning our structure include:

- increased opportunity for career advancement and acting opportunities
- greater decision making accountability and a greater spread of accountability and responsibility through a flatter structure
- placing our staff and workforce at the centre of the decision making process
- Aboriginal and Torres Strait Islander representation at the Executive level
- improved data driven decision making and alignment to our strategic priorities through the centralised reporting structure of Data, ICT and Information Management functions
- multidisciplinary collaboration in care provision through the creation of clinical directorates
- alignment of patient journey and clinical needs
- improved culture of collaboration, transparency, psychological safety (belonging) and performance.

Roles and staffing

With the creation of some new positions, there will be new opportunities for our current staff members to explore and progress into.

Some staff members will experience changes to their current role and they will be invited to a face to face meeting to discuss the structure and what the changes mean to them.

For staff members that experience changes to their current role, it is anticipated that they will be placed in a suitable/same position at level. Correspondence will be sent to those staff for consultation outlining any changes to their role or reporting lines.

No one will be required to reapply for their current position.

Consultation

Formal consultation between executives/management, employees, teams and the relevant union(s) will be undertaken through various communication channels. Affected and impacted staff will also receive written notification of changes to their role and/or reporting lines.

Timeline

Consultation with staff and unions will commence from **Friday 17 February 2023 until Friday 10 March 2023**.

Following the consultation period the recommendations will be considered/adopted and the structure will go to the Secretary for sign off.

It is anticipated that recruitment to vacant positions will commence in March 2023, following adoption of consultation findings. New vacant positions will be advertised via "I work for NSW". All staff who meet the requirements of these role are welcome to apply.

Staff and teams will begin to transition to new directorates as recruitment is filled.

Staff support

All staff will be provided details of the Justice Health NSW Employee Assistance Program. This is a free and confidential service to all employees and their immediate families. For assistance, employees can call **1300 687 327** or visit the website on www.convergeinternational.com.au

Justice Health NSW will also support affected staff who many wish to apply for a position in the new structure with career coaching by an external provider. Career coaching will provide emotional support and practical strategies in developing CV's, answering selection criteria, and interview skills. Please contact Jane Latimer on Jane.latimer1@health.nsw.gov.au for this support.

Further information

For further information on the realignment process or to discuss these changes, please contact Tracy Varga, Director Workforce on tracylee.varga@health.nsw.gov.au