

Mr Gerard Hayes
General Secretary
Health Services Union
Level 2, 109 Pitt Street
SYDNEY NSW 2000
secretary@hsu.asn.au

Re: Service Improvement Unit Realignment

Dear Mr Hayes

I am writing to advise of a proposed functional realignment to the Service Improvement unit within the Services Delivery Directorate of Western New South Wales Local Health District (WNSWLHD).

The Service Improvement unit focuses on implementing value-based care, evidence-based practice, sustained improvements to the way we work, and how all parts of Service Delivery fit seamlessly together to support a patient's journey. This unit supports the Service Delivery Directorate to be adaptive and responsive to opportunities and challenges faced in delivering exceptional healthcare to the people of Western New South Wales (WNSW). Service Improvement functional areas include, process improvement, service design and development, redesign and program management.

Reporting line changes delivered through the activation of the Service Delivery Directorate in 2023 saw staff from Integrated Care in the Community transition to Service Improvement. This included the following:

1. Integrated Care Change Managers (2.21 FTE)
2. Manager, Hospital in the Home (0.63 FTE)

The purpose of the Integrated Care Change Manager roles was to lead, manage and implement a range of Integrated Care initiatives to improve coordination of care for people in Western NSW Local Health District (WNSWLHD). Key accountabilities included the provision of leadership and oversight for all aspects of designated Integrated Care initiatives in Western NSW including planning, strategy design, change management, implementation, project reporting and evaluation. With many of the Integrated Care initiatives now representing business as usual this function is no longer required.

The permanent incumbent of the Manager, Hospital in the Home position commenced a secondment in February 2023, with an expected return date of June 2024. The intended purpose of the Manager, Hospital in the Home role has not been fulfilled in an extended period of time. With Hospital in the Home Services strongly embedded as business as usual services within facilities and managed locally the function of this position is no longer required.

Therefore, it is proposed to realign the structure so that it reflects our organisations journey to fully implement and mature Integrated Care initiatives into business as usual, transitioning away from early program change management requirements.

Alignment of the Service Improvement unit with current strategic priorities is a key enabler for the Service Directorate to be adaptive and responsive to current and future challenges of meeting the health needs of our communities.

Owing to the above, it is proposed that positions, totalling 2.84 Full Time Equivalents (FTE), will be excess to need in the realignment. The current and proposed structure are attached.

The employees directly impacted by the proposed changes will be consulted with as a key priority to ensure they are afforded the opportunity to respond to the proposal and offered support during what can be a challenging time. The employees will be managed in accordance with the NSW Government Workforce Mobility Placement Policy.

Should the Association or relevant organiser wish to discuss further I can be contacted on 0434 704 184 or at Kelly.Lupish@health.nsw.gov.au

Yours sincerely



Kelly Lupish

Director Service Improvement

cc: *Josh Carey - Executive Director Service Delivery, WNSW LHD*
Zelda Giblett - HSU Organiser
Mark Josephson- People & Culture Business Partner, WNSW LHD