

HealthShare Customer Services Proposed Realignment

Dear Member,

The HSU has been contacted by HealthShare NSW regarding a proposed realignment within the Customer Experience team. Attached is the correspondence received by HSU regarding the changes.

If you have questions or concerns regarding the change, please email your organiser Matthew Ramsay at matthew.ramsay@hsu.asn.au with the subject line *HealthShare Customer Services Realignment*. Matt will be visiting your work place soon to help discuss any concerns members might have.

In unity,



Gerard Hayes
Secretary, HSU NSW/ACT/QLD

HSNSW Customer Services

Welcome

HSNSW Customer Services

Change Communication – Customer Services Re-alignment

Wednesday 9th January, 2019

Agenda:

- Background / rationale for change
- The Change
- New Role Opportunities
- New Organisational Chart
- The Process
- Next Steps
- FAQs

HealthShare NSW Strategy 2017-2020

STRATEGIC DIRECTION

To be a valued and trusted partner delivering competitive services to NSW Health

OUR PEOPLE

OUR GOALS



ARE SAFE AND WELL

We work in a safe and healthy environment and support the wellbeing of our people



ARE VALUED

We work in a constructive culture that encourages high performance through innovation and collaboration

OUR INDICATORS OF SUCCESS



Decrease of 60% in the lost time injury rate by 2020



Increase beyond the 50th percentile in all constructive culture styles by 2020

OUR CUSTOMERS



ARE ENGAGED

We deliver customer centric services that focus on value and quality



Increase of 25% in customer satisfaction and engagement scores by 2020

OUR SERVICES



ARE COMPETITIVE

We provide quality services for best value that meet customer needs through innovation and continuous improvement



Achievement of targets for operating in a competitive environment by 2020

Background / Rationale for change.

Our Contact Centre contributes significantly to the HSNHS Strategic Objectives:

1. [Our People:](#) We support the health and well being of our people and we work in a constructive culture that encourages high performance through innovation and collaboration.
2. [Our Customers:](#) Delivering customer centric services that focus on value and quality.
3. [Our Services:](#) We provide quality services that best meet our customers needs through innovation and continuous improvement

Currently, our ability to be as effective as we could is limited due to:

- Teams operating in silo's (CSD, HCM, AP, PL, SPOC's, Trainers)
- Lack of role clarity – from management to AO6
- Role duplication
- Underinvestment in specialist capabilities
- Limited career development driving dissatisfaction and attrition

The Changes:

To help us strengthen our contribution to the HSNSW Strategic Plan, we are undertaking an organisational re-alignment that will deliver:

- ✓ 3 x revised Management roles
- ✓ 1 x new Management role
- ✓ 15 x revised AO6 roles

The benefits of the re-alignment will be:

- ✓ Improved management effectiveness with greater alignment and consistency
- ✓ Continuous improvement of the delivery of the Customer Experience through new roles and functions
- ✓ Improved role clarity
- ✓ Increased career development (career path) opportunities
- ✓ More opportunities than affected employees - no planned reduction in headcount

The Changes: Management roles

Customer Relationship Officer remains unchanged (CUSTOMER & STAKEHOLDER RELATIONSHIPS)

Statewide Operations Manager will become the Contact Centre Operations Manager

Responsible for delivering balanced achievement of customer and people performance objectives via the leadership, proactive coaching and development of Team Leaders and frontline staff. - PEOPLE & PERFORMANCE

Customer Experience Operations Officer will become the Customer Solutions Manager

This role is responsible for the consistent management and facilitation of escalation prevention and resolution for LHD's and frontline customers. It will lead a team who will work across all functions to continuously improve customer service delivery - CUSTOMER & ESCALATIONS

Systems Support Manager will become the Scheduling, Forecasting & Reporting Manager

Responsible for supporting customer experience delivery via telephony, IVR and routing management, forecasting and scheduling, business continuity planning, disaster recovery, and reporting - SYSTEMS & DATA

The Knowledge and Quality Manager - a new management role.

This role will be responsible for the 360 degree continuous improvement loop encompassing Training, Knowledge Content and Quality. The Statewide Training Team, Quality Analysts and Knowledge Content roles will report to this role - KNOWLEDGE & CAPABILITY

The Changes: AO6

There are currently 14 x AO6 positions (filled by 12 people) within Customer Services. Under the realignment, this will increase to 15 to provide our business with specialist capability required to strengthen our delivery of the customer experience.

It will also provide new career development opportunities that do not currently exist.

There will be 15 positions available across 5 roles as follows:

- Reporting Analysts x 2
- Quality Analysts x 2
- Knowledge Centre Content Coordinator x 1
- Customer Services Administrator x 1
- Customer Solutions Officer x 9

The new roles: AO6:

Reporting Analysts (x2) - new AO6 role

The role is responsible for accurate workload and resourcing-related data-capture. The Reporting Analysts will provide the critical data to underpin the customer services short, medium and long term planning functions. These roles will report to the Forecasting, Scheduling and Reporting Manager.

Quality Analysts (x2) - new AO6 role

This role is responsible for monitoring call recordings and providing constructive evaluations and feedback on the standard of service delivery for Team Leaders to deliver to frontline agents. They will also provide issues, training and skills gap analysis for use by Trainers, Team Leaders and the Management Team in their planning and continuous improvement efforts. These roles will report to the Knowledge and Quality Manager.

The new roles: AO6:

Knowledge Centre Content Co-ordinator - new AO6 role

This role is responsible for the creation and maintenance of all Knowledge Centre content to support accurate and timely delivery of information to customers. The role will report to the Knowledge and Quality Manager.

Customer Services Administrator - new AO6 role

This role is responsible for assuming the administrative requirements of the Customer Service Branch. The role will enable Team Leaders and Managers to focus on Customer, People and Business Performance and will report to the Associate Director.

The new roles: AO6 (cont.):

SPOC and Senior roles will merge to become the **Customer Solutions Officer (x9)**

This team will be responsible for helping improve FCR through the handling and resolution of escalated workforce enquiries from LHD's and Payroll escalations from frontline staff.

The function will play a significant role in proactively identifying opportunities to drive improvements for all customers and work closely with the Team Leaders, Reporting Analysts, Quality Analysts and Trainers to continuously improve customer service delivery.

The team will handle escalations for all customers and all lines of business, and report to the Customer Solutions Manager.

LHD's will retain the ability to contact the CSO team directly

The Process

2 week consultation period commences today and ends on Wednesday 23rd January, 2019.

All directly affected staff have had the changes shared with them today.

Following consultation, roles will be direct-advertised to affected employees only.

Affected managers will have the opportunity to apply for their roles prior to any external advertising occurs. The exception to this will be the HM4 role.

All affected AO6 employees will be able to apply / express an interest answering the selection criteria in any of the AO6 roles on offer prior to any other advertising taking place.

Direct matching (appointment) to a new AO6 role is the preferred method of appointment for all existing AO6's. Where the number of applicants exceeds the number of positions available, merit selection will take place.

External* advertising and applications for Manager or AO6 roles will only be considered following the priority placement of all affected staff (excl HM4).

In Summary

Changes are being made to improve our effectiveness and strengthen our contribution to the HSNSW Strategic Plan

There will be no headcount reduction as a result of these changes – the number of opportunities will increase

The new functions will support role clarity while establishing critical capabilities and career development opportunities in Knowledge Management, Quality, Administration and Reporting analysis

All directly affected employees will receive priority placement with AO6 staff having the potential of direct matching to a new role (where competition doesn't exist)

Advertising to other parts of HSNSW and externally for surplus roles will only occur once all affected staff have been placed

Next Steps

2 weeks of consultation during which you can review the PD's, ask questions, gain clarification, raise any concerns etc.

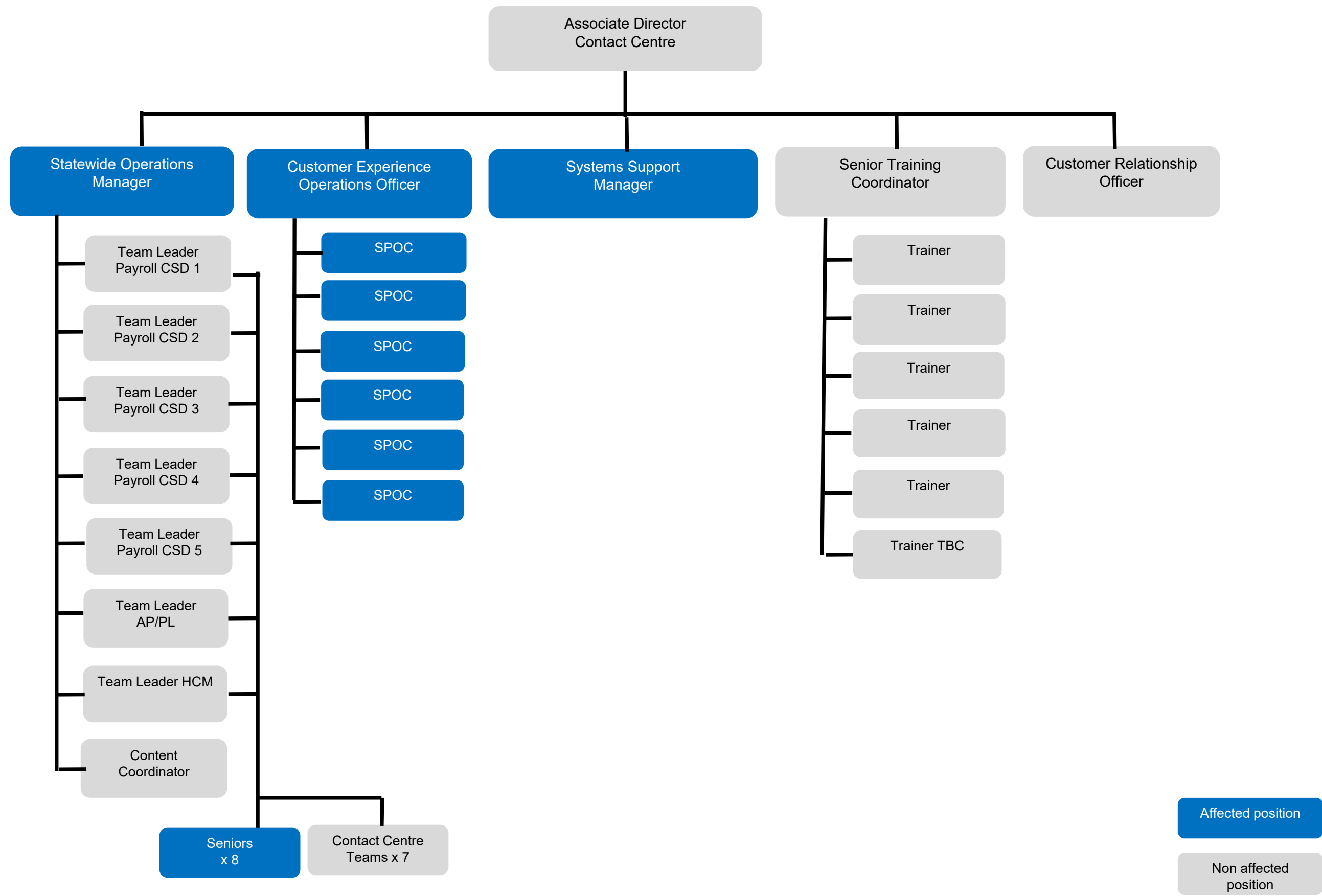
Affected employees wanting to express an interest for a role, need to email AS / DS no later than midnight, Sunday 3rd February, 2019. AO6 employees may express an interest in more than 1 AO6 role. If doing so, please nominate each on in order of preference

Advertising to other parts of HSNSW and externally will only occur once all affected staff have been placed (ie for surplus roles) with the exception of the HM4 role

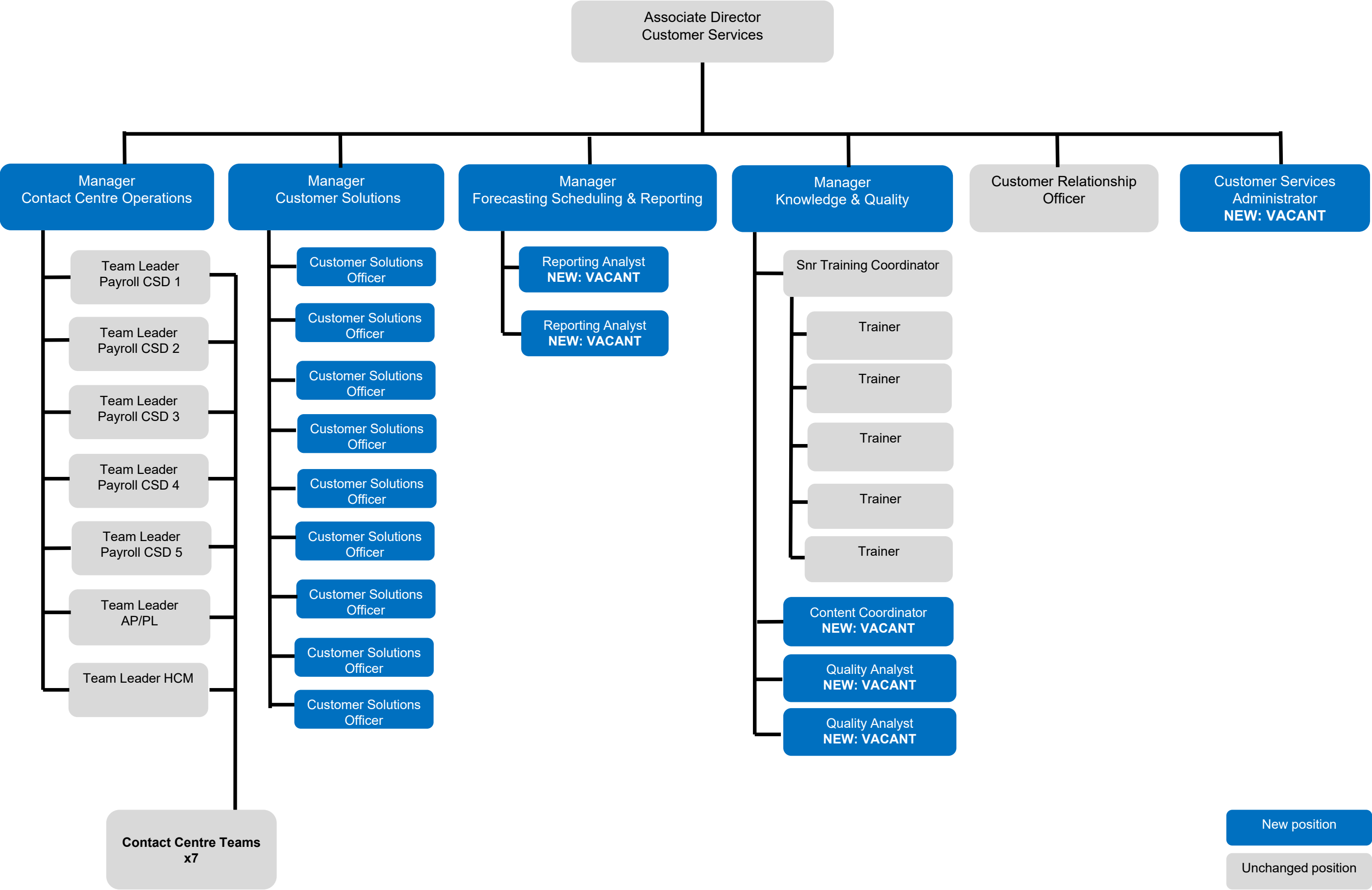
Once received, EOI's will be reviewed. Where direct matching to a role can occur, applicants will be notified. Where merit selection is required applicants will then be notified of the next steps.

Questions?

Health Share NSW
Customer Experience – Contact Centre (Current State)



Health Share NSW
Customer Experience – Customer Services (Future)



Customer Experience

Current Positions		
	Position	Grade Impact
1	Statewide Operations Manager	HM3 Merit selection
2	Systems Support Manager	HM2 Merit selection
3	Customer Experience Operations Officer	HM1 Merit selection
4	Senior Customer Services Officer	AO6 Merit selection/match
5	Senior Customer Services Officer	AO6 Merit selection/match
6	Senior Customer Services Officer	AO6 Merit selection/match
7	Senior Customer Services Officer	AO6 Merit selection/match
8	Senior Customer Services Officer	AO6 Merit selection/match
9	Senior Customer Services Officer	AO6 Merit selection/match
10	Senior Customer Services Officer	AO6 Vacant
11	Senior Customer Services Officer	AO6 Merit selection/match
12	Single Point of Contact Officer	AO6 Merit selection/match
13	Single Point of Contact Officer	AO6 Merit selection/match
14	Single Point of Contact Officer	AO6 Merit selection/match
15	Single Point of Contact Officer	AO6 Merit selection/match
16	Single Point of Contact Officer	AO6 Merit selection/match
17	Single Point of Contact Officer	AO6 Vacant
18		

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New Positions	
Position New	Grade New
Manager Contact Centre Operations	HM4
Manager Forecasting Scheduling & Reporting	HM3
Manager Customer Solutions	HM3
Customer Solutions Officer	AO6
Customer Solutions Officer	AO6
Customer Solutions Officer	AO6
Customer Solutions Officer	AO6
Customer Solutions Officer	AO6
Customer Solutions Officer	AO6
Customer Solutions Officer	AO6
Customer Solutions Officer AP/P&L	AO6
Customer Solutions Officer HCM	AO6
Quality Analyst	AO6
Quality Analyst	AO6
Content Analyst	AO6
Business Analyst	AO6
Business Analyst	AO6
Customer Services Administrator	AO6
Manager Knowledge & Quality	HM3