

Restructure Consultation Paper
St George Hospital - Wardsperson and Mortuary
Services Department

–March 2026

Comments or feedback on this proposal can be
submitted in writing to

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A/Nursing Executive Services Manager

By 5pm, 9 March 2026

Version Control

Version Number	Date (DD/MM/YYYY)	Details of Changes	Author (Name and Position Title)
1.0	26 June 2025	Initial Document	Charlotte Davies, Priority Projects Manager -Strategy, Innovation & Digital Health.
1.1	15 July 2025	First Revision	Charlotte Davies, Priority Projects Manager -Strategy, Innovation & Digital Health.
1.2	2 October 2025	Second Revision post CE Recommendations	Fiona Barnett, Senior Executive Officer
1.3	3 November 2025	Third Revision post CE Recommendations	Fiona Barnett, Senior Executive Officer
1.4	13 February 2026	Final Revision to update/align with consultation timing	Megan Foreshew, A/Nursing Executive Services Manager; Leah Ellis, HRBP

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1. Overview of St George Hospital Wardsperson Services Department

1.1 Background

Historically, Mortuary Services across NSW Health facilities have been governed and operated by NSW Health Pathology (NSWHP). This model was established to support the provision of local clinical autopsy services. However, with the centralisation of autopsy procedures and the discontinuation of site specific autopsy practices, NSWHP is progressively transitioning governance of mortuary services back to individual local health facilities across NSW, where feasible.

In March 2024, the Sydney Eastern Sydney Local Health District (SESLHD) Chief Executive (CE) approved the transfer of governance and operational responsibility for the St George Hospital (SGH) Mortuary from NSWHP to SGH. This consultation paper proposes that the SGH Mortuary Service be operationally integrated into the existing Wardsperson Services Department.

The Wardsperson Services Department at SGH plays a critical role in supporting the hospital's day-to-day operations. The department comprises 68.76 full-time equivalent (FTE) staff and operates 24 hours a day, 7 days a week. The department is essential to patient flow, ensuring the timely and safe transport of patients throughout the hospital.

The NSWHP Mortuary Service at SGH is currently managed by the NSWHP SGH Anatomical Pathology Manager and is staffed by a Technical Assistant Grade 2 (NSW Health Employee State Award). Under NSWHP The service provides the following functions to SGH:

- Receiving and booking bodies
- Body identification and documentation including digital documentation
- Body storage processes
- Release of bodies from the mortuary
- Equipment monitoring and management including cool room
- Interagency collaboration (e.g., eye bank retrievals)
- Foetal database and preparation for cremation (TSH and SGH)
- Foetal decontamination (TSH and SGH)
- Foetal transport to Woronora Cemetery (TSH and SGH)
- Returning of Foetal material, organs and tissues
- Family viewings (including adult, paediatric and neonatal)
- Cleaning of space and equipment as required
- Non-coronial postmortem request referrals

The Manager, Wardsperson Services SGH is responsible for the overall coordination of Wardsperson operations and serves as a key liaison point for departments across the hospital campus. This leadership role encompasses a broad range of functions including:

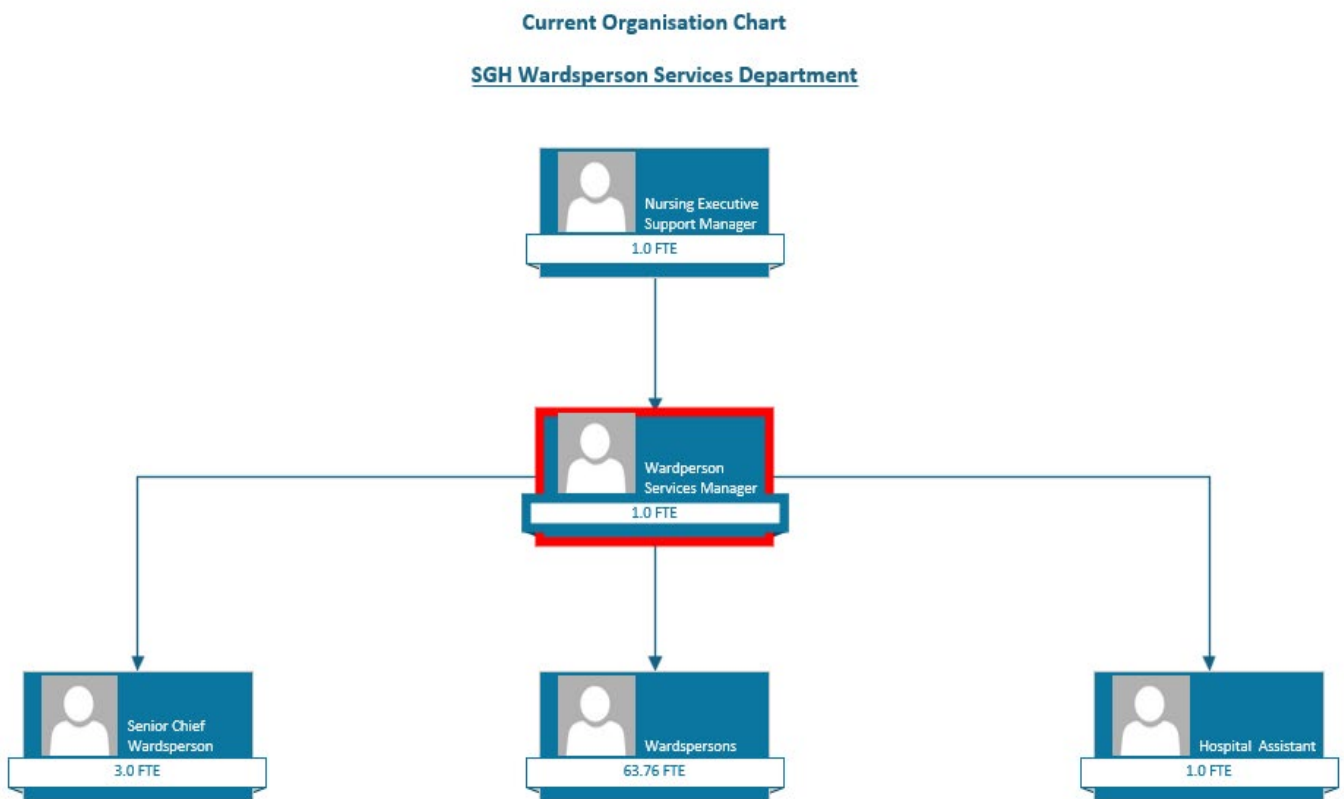
- Oversight of Wardsperson service delivery and operational systems

- Supervision, coaching, and development of wardsperson staff
- Facilitation of collaborative working relationships with clinical and non-clinical departments
- Support and implementation of service improvement initiatives
- Departmental workforce planning, recruitment, rostering, and HR management
- Proactive mobilisation of the workforce in response to fluctuating service demands

Given the significant operational overlap between Wardsperson functions and core mortuary workflows (such as the transfer and handling of deceased persons), this restructure proposes a logical integration of the service into SGH operational workflows. This change will enable consolidated operational oversight, enhance continuity of service, and ensure compliance with relevant clinical, legal and ethical standards.

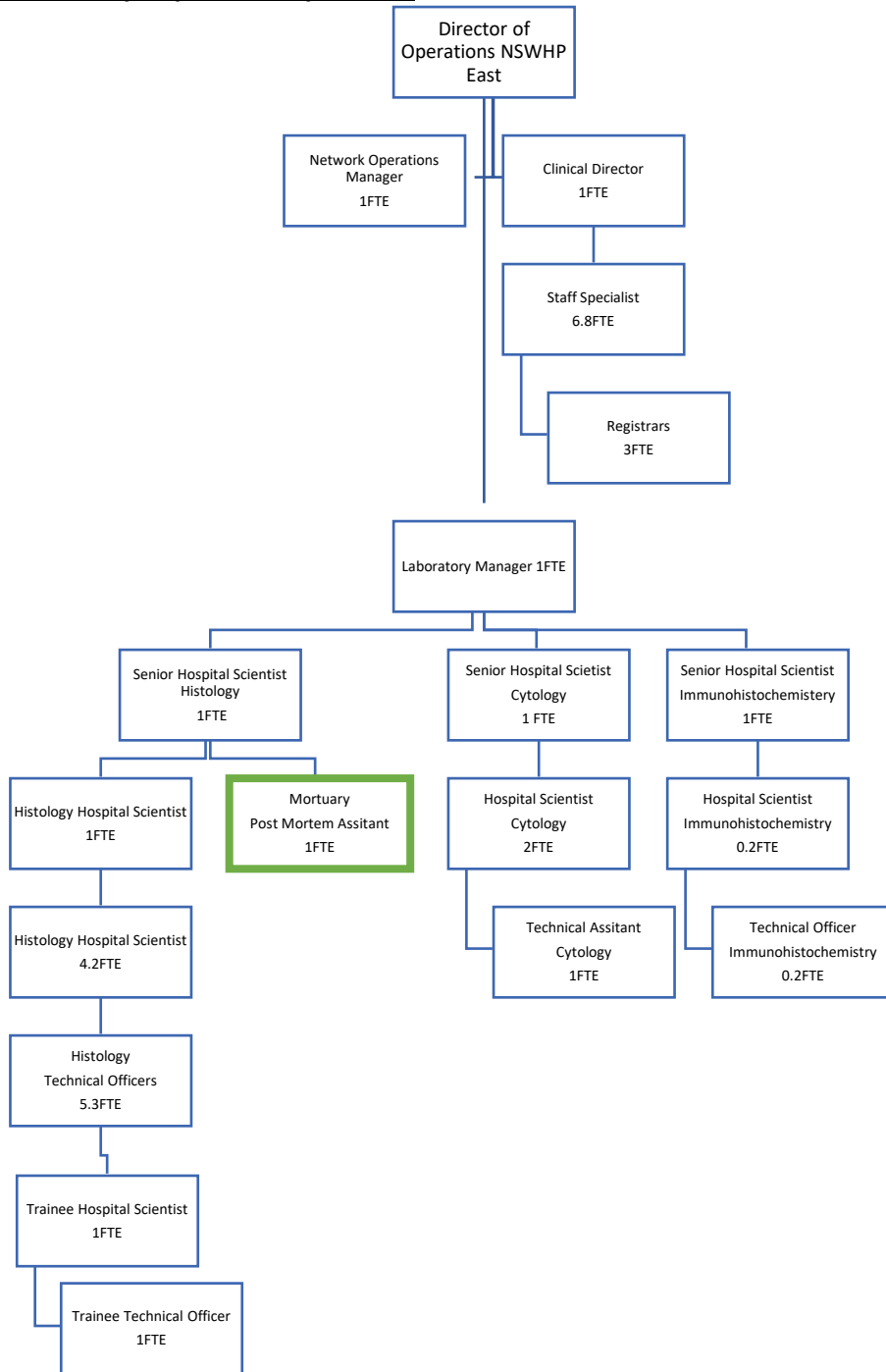
1.2 Current Organisation Structure

SGH Wardsperson Services Department



= Proposed impacted role, to be deleted

NSWHP SGH Mortuary as provided by NSWHP



Note: Position highlighted in green will transition from NSWHP to SESLHD as a new proposed position

1.2 Case for Change

An agreement has been reached at the CE level that NSW Health Pathology (NSWHP) will cease both governance and operational responsibility for Mortuary Services at St George Hospital (SGH). Consequently, SGH will assume local operational governance for all mortuary-related functions.

It is proposed that these responsibilities of the mortuary be realigned under the Wardsperson Services Manager with an expanded scope of duties that formally incorporate oversight of all associated mortuary operations. Given the close operational workflows that already exist between the Mortuary and the day to day functions of the Wardsperson Services Department at SGH, integrating the Mortuary service (once absorbed) within the Wardsperson Services Department presents the most logical operational fit for the organisation. at SGH.

In practice, NSWHP mortuary staff work closely with SGH Wardspersons, who are responsible for the physical transfer of deceased persons to the mortuary. This includes operational tasks such as body handling, use of equipment (e.g. body bags, trolleys, trays), and documentation in mortuary registers.

1.2.1 Current Governance and Reporting Structure

Under the current operational structure at St George Hospital (SGH), the mortuary is governed and managed by NSW Health Pathology (NSWHP). While professional and operational collaboration exists between NSWHP and SGH staff, particularly in overlapping functions, formal reporting lines have remained under NSWHP governance.

Following the SESLHD-wide operational restructure in 2024, the former SGH Operations Division (previously overseen by the Director of Operations) was disbanded. As a result, associated portfolios were redistributed, including the Wardsperson Services Department, which now reports to the Nursing and Midwifery Executive Support Manager.

A core function of the mortuary under NSWHP involves daily liaison with the SGH Senior Medical Officer Manager regarding death certification, as well as coordination with external stakeholders such as funeral providers. Oversight of death certification processes and compliance with the NSW Coroners Act remains under the authority of the Director and Deputy Director of Medical Services.

1.2.2 Proposed Change to Governance and Reporting Structure

Given the significant operational overlap between the current mortuary functions, wardsperson services, and SGH clinical governance structures (Nursing, Midwifery, and Medical), the following changes are proposed:

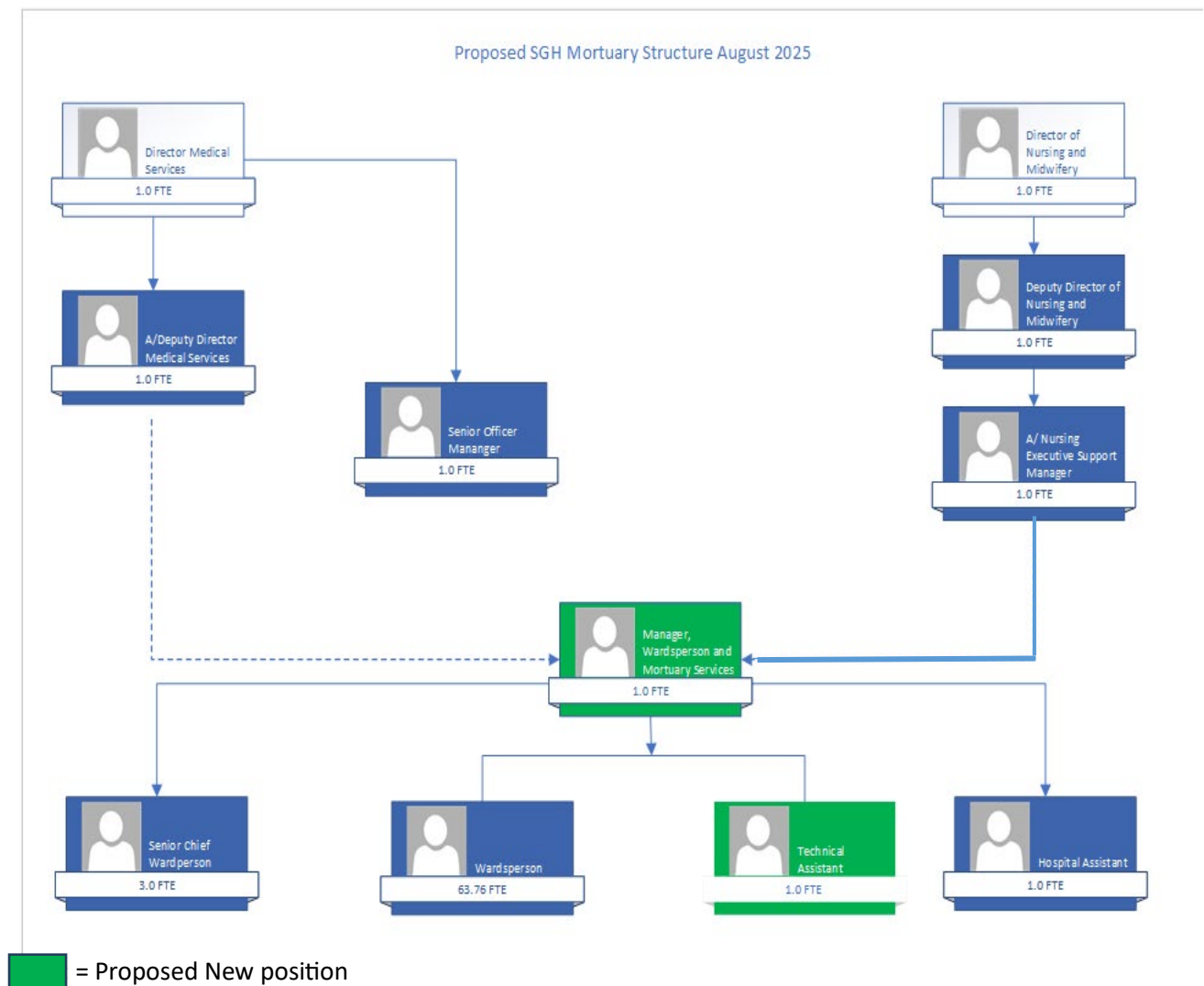
- **Operational management of SGH Mortuary Services** will be absorbed within the existing, Wardsperson Services Department, with the manager position proposed to transition to an expanded scope that reflects mortuary responsibilities by creating a new position titles of SGH Manager Wardsperson and Mortuary Services.
- The proposed Manager, Wardsperson and Mortuary Services would continue reporting to the Nursing and Midwifery Executive Support Manager for Wardsperson related responsibilities and will additionally liaise through the Deputy Director Medical Services for all matters pertaining to

mortuary operations, including medical and legislative oversight requirements tied to death certification and the Coroners Act, and adding all operational governance in relation to the Mortuary.

2.1 Proposed Organisation Structure

As outlined in the Case for Change, it is proposed that a new role be established, Manager, Wardsperson and Mortuary Services, responsible for the operational management of both the SGH Mortuary and Wardsperson Services. This position will continue reporting to the Nursing and Midwifery Executive Support Manager for all Wardsperson related responsibilities and liaising with the Deputy Director Medical Services for all matters pertaining to mortuary operations.

2.2 Proposed Organisation Chart



3. Proposed changes to Positions

3.1 Deleted Positions

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
1	Manager Wardsperson Services HM1	Deletion of 1.0FTE Manager Wardsperson Services with a view to regrade this position to a Health Manager Level 2 (HSM2) to reflect the expanded scope of duties required to absorb local governance of the Mortuary	Filled	Y

3.2 New Positions

No.	Position Title	Summary of Proposed Change
1	Technical Assistant Grade 2	Amending title of current role of Post Mortem Assistant to proposed role Technical Assistant Will fulfill all day to day working functions of the Mortuary service under local SGH Governance
2	Manager, Wardsperson and Mortuary Services HM2	Position is proposed to commence reporting under the direct line management of the Nursing Executive Services Manager, they will concurrently liaise with the Deputy Director Medical Services for all operational and governance matters in relation to the mortuary

3.3 Positions with Change in reporting lines

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
1	Manager, Wardsperson and Mortuary Services HM2	Position is proposed to commence reporting under the direct line management of the Nursing Executive Services Manager, they will concurrently liaise with the Deputy Director Medical Services for all operational and governance matters in relation to the mortuary	Filled	Y
2	Nursing Executive, Support Manager	Manager, Wardsperson and Mortuary Services HM2 will be reporting into them for direct line management.	Filled	Y

4. Consultation

This restructure consultation paper, including draft affected position descriptions for affected roles, will be released for staff and union consultation.

The Nursing and Midwifery Support Manager, in collaboration with the Deputy Director Medical Services, will meet with the impacted staff member to discuss the proposal during the consultation period.

The Health Services Union (HSU), Australian Salaried Medical Officers Federation (ASMOF) and the NSW Nurse and Midwifery Association (NSWNMA) will be formally notified and provided with this consultation paper. The unions will be invited to review and comment on the proposal. Consultation will be conducted in accordance with the NSW Health policy directive PD2012_021 Managing Excess Staff of the NSW Health Service.

Staff are reminded of the availability of the Employee Assistance Program through Converge International on 1300 687 327. This number is answered 24 hours per day, seven days a week to facilitate enquiries, booking requests and to provide assistance.

5. Restructure Timeframe

Task	Documentation/Task	Timeframes (Indicative) Week Commencing
Restructure Consultation documents completed	Restructure Consultation Paper	11 November 2025
Initial consultation period / awareness discussions with Executive	Meet with affected employee	18 November 2025 – 20 December 2025
Consultation period with staff and Unions – HSU, ASMIF & NSWNMA commences	Restructure Consultation Paper and draft position descriptions	23 February 2026 – 9 March 2026
Consultation period closes	-	9 March 2026
Feedback reviewed and considered.	Restructure Consultation Paper Feedback from consultation	16 March 2026
Final consultation document incorporating any changes identified during consultation circulated	Restructure Consultation Paper (Final)	20 March 2026
Written advice issued to affected/impacted staff	Letter to advise of 'affected/impacted status'	23 March 2026
Process of direct matching of affected staff to positions in the new structure	Letter to advise of matching to position	N/A
Vacant positions advertised	Through merit selection recruitment process	23 March 2026


Selection process for positions commences	Assessment of applications and interviews	30 March 2026
Written advice issued to staff appointed to positions	Letter to advise of appointments	6 April 2026
Employees not matched to permanent or temporary position to be referred to Workforce mobility Placement team (WMP) at Premiers department for 8 week period.	WMP to seek suitable positions within other Government agencies	6 April 2026
Employees not matched to positions by WMP to be declared excess employees.	Letter issued to employees offering voluntary redundancy or option to seek employment for three-month period.	1 June 2026

6. Position Descriptions

No.	Document description	Internal Ref.
1	Manager, Wardsperson and Mortuary Services HM2	T25/46233
2	Technical Assistant Grade 2	T25/46231

7. Endorsement

Executive Sponsor

Name	Lauren Sturgess
Position Title	A/General Manager, St George Hospital
Signature	
Date	23/02/2026