POSITION DESCRIPTION

Position Title:	Change and Implementation Analyst
Business Unit/Department:	Digital Health
Division:	Digital Health
Award/Agreement:	Health Allied & Managers & Admin Workers Enterprise Agreement 2021 – 2025
Classification:	HS3-HS4
Reports To:	Digital Health Change and Communications Manager
Direct Reports:	N/A
Date Prepared/Updated:	26 March 2024

Position Purpose

The purpose of the Change and Implementation Analyst is to support Western Health's digital strategy to build on existing initiatives and embed digital technology and data across all clinical and non-clinical services.

The key focus of this role is to work with the Digital Health Change Manager to deliver projects across the Electronic Medical Records (EMR) program and Digital Health portfolio.

It is vital that the Change and Implementation Analyst is proactive, able to work independently and applies their previous change experience to ensure streamlined change delivery and implementation.

As a successful candidate, you will have strong analytical skills and is happy to work in the detail. You will also proactively build relationships with key clinical areas and manage stakeholders within Western Health to drive change activities.

To support the change management effort, is expected that you will facilitate meetings and workshops, document existing and new business processes, determine business impacts and support communications and learning delivery as required.

It is a must to be a self-starter, a problem solver, critical thinker and the ability to be flexible in a fast moving environment.

Most importantly, we are keen for your innovative input and to support your professional growth.

This is an ongoing, part time, position.

Business Unit Overview

Our Vision
Together, Caring for the West
Patients – Employees – Community – Environment

Our workforce of over 11,000 employees are driven by our values of 'Compassion, Accountability, Respect, Excellence and Safety' (CARES). We value our people and provide them the opportunity to grow and develop. Our teams are friendly and supportive, ensuring we deliver a safe, person-centred and connected patient experience.

Western Health (WH) is in a period of rapid growth. Our services comprise of four acute public hospitals: Footscray Hospital, Sunshine Hospital (including Joan Kirner Women's and Children's), Williamstown Hospital and Bacchus Marsh & Melton Hospital. We also operate Sunbury Day Hospital, Hazeldean, Grant Lodge Residential Aged Care, as well as community health centres in Melton, Caroline Springs and Bacchus Marsh and a range of community-based services. We care for a diverse community of more than 1 million people with complex care needs ranging from Neonates to Geriatric.

In late 2018 WH successfully implemented the four core Cerner Millennium EMR modules across Footscray Hospital, Sunshine Hospital, (including the Joan Kirner Women's and Children's), Williamstown Hospital, Hazeldean and Sunbury Day Hospital. In doing so we took a significant step towards improving and digitally transforming the way we provide care for our community and patients. The WH EMR provides clinicians with a consolidated view of all relevant information about the patient to facilitate teamwork and multidisciplinary care models, reduce medical errors and duplications and support clinical decision making. It also simplifies and supports clinician workflows, and provides access to best practice knowledge, empowering our clinicians with the tools to enhance the delivery of Best Care.

Following this successful EMR Phase 1 implementation, WH subsequently implemented a number of new EMR functionalities to better support the growing demand from frontline staff.

In early 2021 WH commenced the EMR Phase 2 project, the largest digital health project ever undertaken by the organisation. It is a visionary, comprehensive and innovative project which will allow us to maximize the potential of our EMR.

Such a considerable extension of WH's digital footprint will provide us with the tools to continue to improve the quality, safety and efficiency of patient care and an enhanced patient experience. Upon completion WH will be elevated to fully digital health service status in line with the leaders in digital healthcare.

Due to the considerable scale of the project, it has been divided into two phases, Phase 2.1 and Phase 2.2.

In July 2023 WH implemented EMR Phase 2.1 which involved extending the EMR to clinical areas that previously needed to swap between electronic systems or between electronic and paper processes. These areas included:
- Emergency, Medicine and Access
- ICU and Critical Care
- Surgery and Anaesthesia
- Women's and Children's
- Specialist Clinics
- Cancer Services

With this implementation we have moved closer to a single patient record for each patient across the WH EMR sites, streamlining the clinician and patient experience.

Adoption and optimisation of EMR Phase 2.1 is now underway, as is planning for EMR Phase 2.2. This next phase focuses on bringing together the clinical and administrative workflow by replacing the existing patient

administration system with the EMR, expanding the EMR to mental health and renal & dialysis and including additional community services functionality.

This exciting digital expansion is taking place in a time of considerable growth for WH:

- 2019 saw the opening of the Joan Kirner Women's and Children's at Sunshine Hospital. First-class care is being provided in first-class facilities for thousands of families in our local community with 6,054 babies born in the first year of opening.
- The Victorian Government is investing up to $1.5 billion to deliver a new 504 bed Footscray Hospital, the largest health infrastructure investment in the state. This is currently under construction and due to open in 2025.
- The Victorian Government has announced the building of a new world-class Melton Hospital and a Point Cook Community Hospital both of which will be managed by Western Health. An expansion of the Sunbury Day Hospital is also currently underway and due to be completed in 2023.
- In July 2021, the Bacchus Marsh and Melton hospitals became part of the Western Health network.
- In July 2023, Western Health became a Mental Health Service as 671 staff and 16 services previously run by NorthWestern Mental Health and Mercy Health services transitioned to Western Health. This expansion of services included the construction of a dedicated 52-bed Mental Health and Wellbeing Unit at Sunshine Hospital, the largest of four new mental health facilities across the state.
- July 2023 also saw Western Health begin to deliver primary healthcare to inmates at the Dame Phyllis Frost Centre, a women's corrections centre in Deer Park.

Key Responsibilities

Project Delivery (including implementation)

- Assist the Change Manager to support and facilitate operational and change management initiatives to enable the successful go live of projects.
- Complete all assigned project tasks on time and to a high standard of quality
- Facilitate and document current to future ways of working and impacts.
- Engage stakeholders, including external vendors
- Develop stakeholder lists and contribute to project Engagement Plans
- Assist with the implementation and Go-Live planning, as required.
- Assist with the coordination of the change super user program.
- Update and contribute to project documentation including, but not limited to, change impact assessments, existing digital documents, data dictionaries (and metadata), Quick Reference Guides, test scripts, decision logs and any change reporting
- Contribute to lessons learnt
- Plan and prepare stakeholder engagement plans within a complex environment.
- Identify and escalate when required, all risks and issues and contribute to the development and implementation of strategies and mitigation activities to reduce and/or eliminate identified risks and issues.
- Contribute to the identification of benefits and implementation of strategies to ensure these benefits are measured and can be realised.
- Ensure all Western Health policies and procedures are adhered to.
- Actively contribute to a highly professional, performance based, innovative, collaborative, responsive and accountable culture within the team.

Stakeholder Management and Communication

- Facilitate open communication and discussion between stakeholders by developing, maintaining and working to stakeholder engagement strategies and plans. Ensures regular and accurate communication to stakeholders.
- Proactively build and maintain a good working relationship with all Western Health staff especially the Digital Health, DTS, Health Information and Performance (HIP) and Clinical Transition departments to ensure the application transition aligns with local requirements and IT strategic directions.
- Develop and maintain strong working relationships with internal and external stakeholders and subject matter experts from across all multidisciplinary groups and services to deliver project priorities.
- Consult with other teams and vendors to identify and manage project related tasks, risks and issues.
- Collaborate with, and facilitate stakeholder groups, through formal or informal channels to ensure that stakeholder concerns and requirements are well understood by the project team.
- Ensure that the clinical applications transitioning to the WH Digital Health solution are well understood by all stakeholders involved.
- Present technical concepts in simple and understandable terms so as both technical and non-technical audiences gain an understanding of the problem and the proposed solution.
- Contribute to the project communication activities.
- Promote and mentor colleagues and key stakeholders to foster a climate of learning and professional development.

Change Management and Implementation
- Support the project team, clinical working groups and committees to integrate change management activities into their individualised implementation plans.
- Support business implementation activities as required
- Support the development of detailed Change Impact Assessments, Stakeholder Analysis Matrixes and other registers relating to change and implementation planning.
- Contribute to executing the targeted operational readiness plans – including the Change Plan, Communication Plan, Operational Implementation Plan and Training Plan.
- Plan and facilitate operational activities such as creating and overseeing the completion of the Operational Readiness Assessments.
- Provide direct support and facilitation to the frontline, managers and supervisors as they help their direct reports through transitions and planning for Go-Live.
- Work closely with the Super User Coordinator to inspire and motivate a highly effective Super User support team.
- Contribute to identifying potential risks, issues and anticipated points of resistance for the implementation, and develop specific plans to mitigate or address the concerns.
- Work with a range of stakeholders from clinical, non-clinical, transition, technical, management, application support, and other staff to influence, assess and enhance all change opportunities in the organisation.
- Support the identification and development of champions and change leaders within Western Health
- Collaborate with the Project Management team to identify workflow changes, anticipated resistance, evaluate and ensure user readiness
- Participate in developing Change Management materials and artefacts and supporting those developed by Training and Communication.
- Support and enhance the clinical transition and adoption to lead the transformation of digital health clinical processes.
- Assess, support and monitor go live readiness for projects.
- Contribute to and support training programs for users of clinical applications.
- Support the clinical application adoption post Go-Live

General

- Ensure all Western Health policies and procedures are adhered to and implemented in the clinical application design.
- Ensure all documents are critically reviewed with an eye for detail.
- Ensure a highly professional, performance based, innovative, responsive and accountable culture within the team.
- Provide secretary duties for committees and working groups as requested.

In addition to the key responsibilities specific to your role, you are required to deliver on the Key Organisational Accountabilities which are aligned with the Western Health strategic aims.

Key Working Relationships

Internal:

- Digital Health Director
- Digital Health Team
- Western Health's Divisional Directors and Senior Leadership Group (including Bacchus Marsh and Melton)
- Western Health Staff (including Bacchus Marsh and Melton)
- Digital Technology Services (DTS)
- Health Information and Performance Teams
- Learning and Development Manager & team
- Communications Manager & team

External:

- Department of Health
- Health Technology Solutions
- Altera
- Dedalus
- Oracle Health
- North West Mental Health
- Mercy Mental Health
- Other Health Agencies
- Other vendors

Selection Criteria

Essential

- A tertiary degree or equivalent experience in Change
- Self-motivated with the ability to work both independently and in a complex team environment; collaborate with external and internal stakeholders with varying levels of experience and expertise.
- Strong organisational skills and the ability to thrive in a high volume, demanding professional environment with a capacity to prioritise, multi-task, achieve business goals and perform as part of a team.
- Demonstrated exceptional communication skills, both written and verbal, with the ability to give presentations, engage clinicians, and liaise effectively with internal and external stakeholders across all levels of the organisation with proven ability to facilitate successful implementation of new processes.
- Demonstrated ability to apply active listening, problem solving with strong analytical and decision-making abilities, techniques and professional judgement in complex situations.

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- An understanding of the privacy requirements of working with confidential and sensitive health information in accordance with relevant policies and procedures.
- Strong interpersonal skills with particular emphasis on gaining consensus, facilitation and consultation.

Desirable

- Healthcare and/or Health sector experience in a large and complex organisation.
- Experience facilitating and supporting organisational and operational change management.
- Experience in implementation, planning and operational readiness of clinical applications.
- Experience achieving deliverables and outcomes in a large-scale implementation.
- Change management qualifications or equivalent experience.
- Project Management experience or relevant skills, particularly in regard to Go-Live & Hypercare.

Additional Requirements

All employees are required to:

- Obtain a police / criminal history check prior to employment
- Obtain a working with children check prior to employment (if requested)
- Obtain an Immunisation Health Clearance prior to employment
- Report to management any criminal charges or convictions you receive during the course of your employment
- Comply with relevant Western Health clinical and administrative policies and guidelines.
- Comply with and accept responsibility for ensuring the implementation of health and safety policies and procedures
- Fully co-operate with Western Health in any action it considers necessary to maintain a working environment, which is safe, and without risk to health
- Protect confidential information from unauthorised disclosure and not use, disclose or copy confidential information except for the purpose of and to the extent necessary to perform your employment duties at Western Health
- Safeguard children and young people in our care, by ensuring that your interactions are positive and safe, and report any suspicions or concerns of abuse by any person internal or external to Western Health
- Be aware of and comply with relevant legislation: Public Administration Act 2004, Victorian Charter of Human Rights and Responsibilities Act 2006, the Victorian Occupational Health and Safety Act 2004, the Victorian Occupational Health and Safety Regulations 2017 (OHS Regulations 2017), Fair Work Act 2009 (as amended), the Privacy Act 1988 and responsibilities under s141 Health Services Act with regard to the sharing of health information
- Be aware of and comply with the Code of Conduct for Victorian Public Sector Employees and other Western Health employment guidelines

General Information

- Redeployment to other services or sites within Western Health may be required
- Employment terms and conditions are provided according to relevant award/agreement
- Western Health is an equal opportunity employer and is committed to providing for its employees a work environment which is free of harassment or discrimination. The organisation promotes diversity and awareness in the workplace

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- This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required. Western Health reserves the right to modify position descriptions as required. Employees will be consulted when this occurs
- Western Health is a smoke free environment

I confirm I have read the Position Description, understand its content and agree to work in accordance with the requirements of the position.		
Employee's Name:	Click here to enter the Employee's name.	
Employee's Signature:		Date: Click here to enter a date.

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