POSITION DESCRIPTION

1. Role Summary

Position Title	Change and Communications Lead
Project	Rostering Project
Department	Digital Innovation (DI) – Project Delivery and Transformation
Hiring Organisation	The Royal Women's Hospital
Reports to	Program Manager
Accountable to	Program Manager for project delivery and role-specific deliverables
Primary Location	The Royal Melbourne Hospital, 635 Elizabeth Street, Melbourne, VIC 3000
Work Arrangement	Hybrid arrangement, with attendance at project and implementation sites as required
Employment Type	Fixed-term, full-time appointment
Classification	Administrative Officer Grade 7 (AO7)

2. Organisation and Department Overview

The Royal Melbourne Hospital (RMH) is one of Victoria's largest tertiary health services, providing world-class medical, surgical, and mental health programs. Supported by over 12,000 staff, RMH is a designated trauma centre and a leader in neurosciences, nephrology, oncology, cardiology, and virtual health.

Digital Innovation (DI) provides a unified ICT capability across the Parkville Local Health Service Network and supports Peter MacCallum Cancer Centre (PMCC), The Royal Melbourne Hospital (RMH), and The Royal Women's Hospital (RWH) by delivering shared digital infrastructure, systems, and innovation services critical to their clinical and operational performance.

Hosted by RWH, DI supports over 19,000 staff across the health services, highlighting its essential role in enabling safe, reliable, and connected care across the precinct. In addition, DI provides services under Service Level Agreements to the Parkville Youth Mental Health and Wellbeing Service (PYMHWS) and limited legacy support to other health services.

3. Project Overview

The Rostering Project is a complex workforce transformation initiative focused on modernising rostering, scheduling, leave management, temporary staffing, and agency workforce management across all workforce cohorts and hospital sites within RMH. The project is led by Digital Innovation in close partnership with RMH business, workforce, payroll, operational, and enabling services.

The project is implementing the RLDatix rostering platform, including Optima as the core workforce management and rostering solution, Loop as the end-user rostering and self-service interface, and BankStaff for vacancy management and agency workforce management.

Delivery follows a phased roadmap spanning initiation, analysis and design, build and configuration, progressive testing and validation, verification and parallel pay testing, staggered deployment, hypercare,

transition, and optimisation. Delivery is organised through four integrated project streams - Control, Technology, System, and Adoption - with testing, assurance, and readiness treated as lifecycle disciplines that commence during analysis and build rather than only at formal deployment.

The rostering suite will integrate with key organisational platforms, including Payroll (SAP ECP), HRIS (SAP SuccessFactors EC), EMR (Epic), health information systems, business intelligence platforms (Power BI), biometric and time capture solutions, test automation platforms (UiPath), and other enterprise applications, where in scope.

The project requires disciplined cross-functional collaboration to deliver safe, compliant, payroll-ready, technically reliable, operationally practical, and sustainable outcomes. Controlled cross-health-service collaboration may also be required where system configuration, technical integration, payroll, testing, deployment, or transition dependencies intersect with other health services. Such collaboration is undertaken through agreed governance, scope, priorities, decision rights, and resource arrangements and does not alter accountability for RMH project outcomes.

4. Position Overview – Change and Communications Lead

The Change and Communications Lead leads the Adoption Stream and is responsible for day-to-day change delivery, stakeholder engagement, change-impact assessment, communications, people-readiness coordination, adoption support, and change evidence for the RMH Rostering Project.

The role translates the strategic direction set by the Change Manager into integrated and practical plans, stakeholder interventions, communications, leadership actions, people-readiness activities, adoption monitoring, and implementation support. It owns the stakeholder register, change-impact assessment, engagement plan, communications plan and schedule, people-readiness tracker, adoption-risk records, and day-to-day change reporting.

As Stream Lead, the Change and Communications Lead coordinates the Training and Documentation Lead and provides functional direction to Rostering Implementation & Adoption Officers for engagement, adoption, floor support, and feedback activities. The role works closely with the Program Manager, Project Manager, Project Lead, System Lead, Technical and Integration Lead, managers, business owners, communications teams, vendors, and operational stakeholders.

Success in this role requires strong practical change-management and communications capability, excellent stakeholder engagement, disciplined planning and documentation, organisational awareness, creativity, sound judgement, and the ability to convert complex project impacts into clear actions and messages.

5. Role Key Accountabilities and Responsibilities

5.1. Delivery, Outputs, and Outcomes: Accountable for delivering integrated change, stakeholder, communications, people readiness, and adoption activities that enable understanding, participation, preparedness, and sustainable use of the new rostering solution.

- Develop and deliver the integrated change and communications plan in accordance with the Change Manager's strategy, standards, and readiness approach.
- Lead stakeholder identification, segmentation, engagement, change-impact assessment, communications, leadership support, feedback, resistance management, and adoption activities.
- Maintain the stakeholder register, change-impact matrix, engagement plan, communications plan and schedule, people-readiness tracker, adoption-risk records, and change action plan.
- Coordinate change and adoption inputs across process, technical, rostering, payroll, industrial, reporting, testing, operational readiness, training, deployment, hypercare, and transition activities.

- Deliver clear, timely, audience-appropriate communications and interventions that support operational continuity, workforce understanding, manager preparedness, and user adoption.

5.2. Planning, Governance, and Controls: Accountable for maintaining the plans, governance inputs, controls, approvals, dependencies, resources, and records required for coordinated and accountable change and communications delivery.

- Develop and maintain detailed stakeholder, engagement, communications, readiness, adoption, resistance, leadership, implementation-support, and reinforcement workplans.
- Align change and communications activities with the Project Master Schedule, training plan, test cycles, deployment waves, cutover, go-live, hypercare, and transition milestones.
- Ensure impacts, stakeholders, messages, approvals, channels, actions, dependencies, decisions, risks, feedback, and people-readiness evidence are recorded in agreed repositories.
- Coordinate communications governance, review, approval, publishing, brand, accessibility, privacy, industrial, executive, and operational requirements.
- Identify and escalate stakeholder capacity, manager readiness, communications, local implementation, resource, sequencing, and adoption constraints affecting delivery or readiness.

5.3. Engagement, Coordination, and Reporting: Accountable for maintaining active stakeholder relationships, coordinated stream delivery, clear feedback loops, and accurate reporting of change progress, impacts, readiness, and adoption.

- Build productive relationships with executives, sponsors, business owners, managers, roster managers, workforce cohorts, People and Culture, communications teams, subject matter experts, and users.
- Lead stakeholder briefings, manager sessions, consultations, impact workshops, feedback forums, readiness reviews, change-network activities, and targeted adoption interventions.
- Coordinate the Training and Documentation Lead and Rostering Implementation & Adoption Officers to align messages, learning, user support, feedback, reinforcement, and people-readiness activities with Project Lead implementation priorities.
- Provide clear change, communications, readiness, stakeholder, resistance, adoption, and engagement reporting to the Change Manager, Program Manager, Project Manager, and governance forums.
- Escalate unresolved impacts, stakeholder concerns, misinformation, resistance, leadership gaps, communications risks, feedback themes, or readiness issues requiring intervention.

5.4. Quality, Risk, and Assurance: Accountable for ensuring change, stakeholder, communications, people readiness, and adoption outputs are accurate, consistent, approved, evidence-based, inclusive, and fit for purpose.

- Establish and apply quality standards for change impacts, stakeholder records, communications, engagement materials, people-readiness evidence, adoption measures, and reporting.
- Validate messages, role impacts, timing, channels, terminology, operational implications, support pathways, and calls to action with accountable business and project owners.
- Identify and manage change, stakeholder, communications, adoption, resistance, misinformation, local readiness, accessibility, privacy, and reputational risks.
- Monitor feedback, engagement, readiness, communications reach, sentiment, resistance, adoption indicators, and implementation issues and coordinate corrective actions.
- Provide change and communications evidence and assurance inputs for readiness reviews, stage gates, deployment decisions, audits, and post-implementation evaluations.

5.5. Readiness, Transition, and Capability: Accountable for coordinating workforce and manager people readiness, adoption support, reinforcement, local capability, and transition of change and communications ownership.

- Own people-readiness coordination across managers, stakeholders, communications, user groups, local support, and workforce cohorts against agreed criteria and deployment timeframes.
- Plan and coordinate change-network support, leader toolkits, local briefings, floor support, feedback channels, issue escalation, reinforcement, and hypercare communications.
- Ensure Rostering Implementation Officers, managers, trainers, support teams, and local leaders are equipped with approved messages, guidance, escalation paths, and support materials.
- Transfer outstanding change actions, stakeholder commitments, communications routines, adoption monitoring, ownership, and reinforcement responsibilities into BAU arrangements.
- Promote lessons learned, reusable communications and change assets, local change capability, manager ownership, benefits realisation, and continuous improvement.

6. Role Key Relationships

- **Executive, Governance, and Enabling Services**

  RMH Executive Sponsor and Project Sponsors; relevant RMH executive directors and business owners; Digital Innovation leadership; project governance and assurance forums; and relevant finance, procurement, People and Culture, legal, privacy, cybersecurity, enterprise architecture, service management, risk, and audit representatives.

- **Project Leadership and Delivery Team**

  Program Manager; Change Manager; Project Manager; Project Lead; Project Coordinator; Technical and Integration Lead; Business Analyst; Reporting and Analytics Developer; System Lead; Rostering Lead; Payroll Specialist; Industrial Relations Specialist; Training and Documentation Lead; Rostering Implementation & Adoption Officers.

- **Business, Operational, and Workforce Stakeholders**

  Clinical, medical, nursing, allied health, administrative, workforce, rostering, payroll, finance, People and Culture, operational, reporting, digital, Service Desk, and support stakeholders; managers, roster managers, approvers, subject matter experts, users, employee representatives, and future business, system, process, data, reporting, and support owners.

- **Vendors, Service Providers, and Cross-Health-Service Collaborators**

  RLDatix project, product, implementation, configuration, technical, testing, reporting, training, support, and escalation teams; integration, automation, implementation, and managed-service partners; shared service providers; and counterpart project or domain teams from other health services where agreed cross-health-service dependencies require coordination.

- **Government, Sector, and External Assurance Stakeholders**

  Victorian Department of Health; whole-of-government and sector representatives; regulatory, workforce, employee, and industrial bodies; unions; external consultants and advisers; auditors and assurance providers; and specialist professional services, as required.

7. Role Key Selection Criteria

Essential

- Demonstrated experience leading change management, stakeholder engagement, communications, readiness, and adoption delivery for complex enterprise system or organisational transformation initiatives.

- Demonstrated experience developing and managing stakeholder registers, change-impact assessments, engagement plans, communications plans, readiness trackers, adoption risks, and change reporting.
- Demonstrated ability to translate complex process, technology, workforce, payroll, and operational changes into clear, audience-appropriate messages, interventions, and calls to action.
- Demonstrated experience engaging executives, managers, workforce cohorts, subject matter experts, users, employee representatives, vendors, and project teams.
- Demonstrated experience coordinating communications approvals, channels, publishing, accessibility, privacy, branding, executive messaging, and operational timing.
- Demonstrated ability to identify and manage stakeholder resistance, misinformation, leadership gaps, readiness concerns, feedback themes, adoption barriers, and reputational risks.
- Highly developed writing, editing, facilitation, presentation, stakeholder engagement, planning, problem-solving, influencing, and relationship-management skills.
- Demonstrated understanding of healthcare workforce operations, rostering, payroll, industrial considerations, implementation readiness, and operational transition.

Desirable

- Relevant tertiary qualification in change management, communications, organisational development, public relations, business, human resources, healthcare, or a related discipline, or equivalent demonstrated experience.
- Formal change-management, communications, engagement, or project-management certification.
- Experience working within Victorian public health or a similarly complex public-sector healthcare environment.
- Experience supporting enterprise rostering, workforce management, payroll, HRIS, or digital-health implementations.

8. Role Key Measures of Success

Performance and success in this role will be assessed based on the following outcomes and measures:

- The change and communications plan, stakeholder register, impact assessment, engagement plan, communications schedule, readiness tracker, and adoption-risk records are complete and maintained.
- Stakeholder impacts, messages, channels, actions, approvals, support pathways, and readiness requirements are clear, accurate, timely, and audience-appropriate.
- The Adoption Stream remains aligned, coordinated, and focused on practical readiness, learning, local support, adoption, and transition outcomes.
- Executives, managers, workforce cohorts, project teams, and business owners receive effective engagement, communications, feedback, and implementation support.
- Resistance, misinformation, leadership gaps, stakeholder concerns, communications risks, feedback themes, and readiness issues are identified and addressed promptly.
- Change, communications, training, testing, deployment, hypercare, and transition activities remain aligned with project milestones and operational priorities.
- Change and communications evidence supports readiness reviews, deployment decisions, governance reporting, and post-implementation evaluation.
- Local implementation resources, managers, trainers, and support teams are prepared with consistent messages, guidance, escalation pathways, and reinforcement tools.

- The role contributes to workforce understanding, manager preparedness, operational continuity, sustainable adoption, benefits realisation, and effective BAU ownership.

9. Role Inherent Requirements

There are a number of critical work demands (inherent requirements) that are generic across all positions. The generic inherent requirements for this position are detailed below. These may be added to with more specific inherent requirements, if required, by your manager and Occupational Health and Safety.

Physical Demands	**Frequency**
Shift work – rotation of shifts – day, afternoon and night	Occasional
Sitting – remaining in a seated position to complete tasks	Frequent
Standing- remaining standing without moving about to perform tasks	Occasional
Walking – floor type even, vinyl, carpet,	Occasional
Lean forward / forward flexion from waist to complete tasks	Rare
Trunk twisting – turning from the waist to complete tasks	Rare
Kneeling – remaining in a kneeling position to complete tasks	Rare
Squatting / crouching – adopting these postures to complete tasks	Rare
Leg / foot movement to operate equipment	Not Applicable
Climbing stairs / ladders – ascending and descending stairs, ladders, steps	Rare
Lifting / carrying – light lifting and carrying less than 5 kilos	Frequent
– Moderate lifting and carrying 5–10 kilos	Rare
– Heavy lifting and carrying – 10–20 kilos.	Not Applicable
Push/Pull of equipment/furniture – light push/pull forces less than 10 kg	Frequent
– moderate push / pull forces 10–20 kg	Rare
– heavy push / pull forces over 20 kg	Not Applicable
Reaching – arm fully extended forward or raised above shoulder	Not Applicable
Head / Neck Postures – holding head in a position other than neutral (facing forward)	Not Applicable
Sequential repetitive actions in short period of time	
– Repetitive flexion and extension of hands wrists and arms	Prolonged/Constant
– Gripping, holding, twisting, clasping with fingers / hands	Prolonged/Constant
Driving – operating any motor-powered vehicle with a valid Victorian driver's license.	Rare
Sensory demands	**Frequency**
Sight – use of sight is integral to most tasks completed each shift	Prolonged/Constant
Hearing – use of hearing is an integral part of work performance	Prolonged/Constant
Touch – use of touch is integral to most tasks completed each shift.	Prolonged/Constant
Psychosocial demands	**Frequency**
Observation skills – assessing / reviewing patients in /outpatients	Prolonged/Constant
Problem Solving issues associated with clinical and non-clinical care	Prolonged/Constant
Attention to Detail	Prolonged/Constant
Working with distressed people and families	Not Applicable
Dealing with aggressive and uncooperative people	Rare
Dealing with unpredictable behaviour	Rare
Exposure to distressing situations	Rare

Definitions used to quantify frequency of tasks / demands as above	
Prolonged / Constant	70–100 % of time in the position
Frequent	31–69 % of time in the position
Occasional	16–30% of time in the position
Rare	0–15% of time in the position
Not Applicable	

10. Employee Accountabilities and Responsibilities

- Be aware of and work in accordance with Hospital policies and procedures, as amended from time to time, including:
  - Code of Conduct
  - Confidentiality
  - Data Accountability Framework
  - Infection Control
  - Occupational Health and Safety
  - Patient Safety
  - Performance Development Management
  - Respectful Workplace Behaviours
  - Risk Management
- Be respectful of the needs of patients, visitors and other staff and maintain a professional approach in all interactions, creating exceptional experiences.
- Undertake other duties as directed that meet relevant standards and recognised practice.
- Our vision is a future free from violence in which healthy, respectful relationships are the norm. Expect all staff to contribute to a culture that promotes gender equity, respect and a safe working environment.
- The Women's provides pregnancy termination services as part of its public health responsibility to provide safe health care to Victorian women.
- Data integrity is an essential element of clinical and corporate governance and a key performance indicator. The management of data influences and directly affects patient care, patient decisions, and ultimately the quality and reputation of our service delivery.
- As a consequence, all staff are responsible and accountable to ensure that (within their area of work):
  - Data recording and reporting is timely, accurate (i.e. error free) and fit for purpose.
  - Data management system policies and control processes are complied with on all occasions.
  - Where data issues and/or problems become apparent these matters are immediately referred and reported to supervisors/managers.
- Agree to provide evidence of a valid employment Working with Children Check and provide the necessary details to undertake a national Police check.
- Expect staff to identify and report incidents, potential for error and near misses and supports staff to learn how to improve the knowledge systems and processes to create a safe and supportive environment for staff and patients.
- Contributes to a positive and supportive learning culture and environment for health professional students and learners at all levels.

11. Employee Statutory Responsibilities

- OHS Act 2004
- Freedom of Information Act 1982
- The Victorian Public Sector Code of Conduct

12. Vaccination requirements

- As this role does not have direct patient contact, employees are strongly encouraged (although not required) to be vaccinated against COVID-19, influenza, whooping cough (pertussis), chicken pox and MMR (measles, mumps, rubella).

13. Declaration

By accepting this position description electronically I confirm I have read, understood and agreed to abide by the responsibilities and accountabilities outlined.

Developed date: November 2026

Date of next review: November 2027
