one Digital Innovation Program

POSITION DESCRIPTION

Title	Project Manager
Department	Digital Innovation *(one Digital Innovation Program)*
Classification	Administrative Officer Grade 8 Year 1 – 5 (AO81 – AO85)
Agreement	Health and Allied Services, Managers and Administrative Workers (Victorian Public Sector) (Single Interest Employers) Enterprise Agreement 2021 - 2025
Responsible to	Director, Digital Collaborations & Initiatives

Organisational Overview

Royal Melbourne Hospital

As one of the largest hospitals in the state, with more than 11,000 staff, The Royal Melbourne Hospital provides a comprehensive range of specialist medical, surgical, and mental health services; as well as rehabilitation, aged care, outpatient and community programs. We are a designated state-wide provider for services including trauma, and we lead centres of excellence for tertiary services in several key specialties including neurosciences, nephrology, surgical oncology, cardiology and virtual health.

The Women's

The Women's is Australia's first and largest specialist public hospital dedicated to improving and advocating for the health and wellbeing of women and newborns. Over two campuses, and over 2,500 staff we provide both primary and tertiary care for women and babies. The Parkville site is a tertiary hospital providing specialist care and a leading teaching hospital internationally recognised for its medical research and innovation. Our second site, Sandringham provides primary care for healthy women with uncomplicated pregnancies.

Department/Unit Specific Overview

The *one Digital Innovation Program* (oDIP) is a newly created department servicing *The Women's* and *The Royal Melbourne Hospital*. Formulated through the partnering of the *Information Management and Technology Directorate* at The Women's and the *Digital Innovation Department* at The Royal Melbourne Hospital who were responsible for the management and maintenance of the Digital Assets encompassing networks, storage, communications and applications enabling the delivery of safe, quality care.

The One Digital Innovation Program will deliver on new digital advancements, efficiencies and explore opportunities around collaboration and consolidation of digital platforms. Our digital tools have enabled our health services to stay connected during the pandemic, supporting an exponential growth in virtual health, workplace flexibility and consumer demand in supplying alternate models for access to care.

The Women's will be responsible for the employees and the service provision of the *one Digital Innovation Program*. The *one Digital Innovation Program* will be accountable to *The Women's* and *The Royal Melbourne Hospital* as equal partners which will be formulated within a collaboration agreement.

The *one Digital Innovation Program* will deliver:
- Exceptional Consumer Success.
- Talent and Capability alignment to meet our Digital Demands.
- Innovation through Collaboration to achieve the required Digital Innovation Demands.

Position Purpose

Reporting to the Director of Digital Collaborations & Initiatives, the *Project Manager* role positions within the *one Digital Innovation Program*, will be accountable for leading and managing designated projects within the Enterprise Program Management Office (EPMO) for *The Women's and The Royal Melbourne Hospital*. The EPMO within the oDIP *Digital Collaborations & Initiatives* stream, will deliver and review a broad range of existing and new digital initiatives with the aim to advance the connectivity and integration of our consumers.

Responsibilities

As a Project Manager you will be responsible for leading and managing EPMO projects and working collaboratively with other members of the *Digital Collaborations & Initiatives* team. The role will ensure we transform our digital landscape for our consumers by delivering innovative solutions and services, minimising business disruptions, and building an engaged and connected consumer community. The role will set the benchmark for project delivery and establish the governance structures to ensure projects are effectively delivered to time, cost, quality and scope.

Primary Responsibilities

Phased work packages that the role will be responsible in successfully managing:

Project Foundation Phase
- Confirm design and implementation schedule.
- Resource planning with PMO and vendor team (as applicable) including:
    - Identify the team and supporting resources required to successfully deliver the project, and
    - Prepare for operational activities.
- Establishing a Project Steering Committee to guide, oversee and govern the project.
- Collect current KPIs to measure benefits after go-live.
- Ensure that relevant acceptance criteria are understood and agreed.
- Regularly monitor the progress of team and vendor activities against the agreed schedule and consolidating these into reports to the Project Management Working Group and Steering Committee.
- Identify, track and resolve issues and mitigate risks and, where appropriate, escalate to the governing bodies together with options and recommendations.

Project Deployment Phase
- Regularly monitor the progress of team and vendor activities against the agreed schedule and consolidate these into status reports for EPMO and Steering Committee.
- Ensure that timelines are met, costs are managed within budget and deliverables are of acceptable quality.
- Identify, track and resolve issues, mitigate risks, and where appropriate escalate to the governing committee options and recommendations for action.
- Ensure the solution and workflows are appropriately tested with detailed test scripts and results documented.
- Ensure change is appropriately managed including workflow reviews, product configuration, user training and amendments to operational processes.
- Participate in Project Gate Reviews and other assurance and control measures to ensure the continued viability of the project and quality of outcomes.
- Ensure all required as-built documents and operational procedures are handed over to the BAU / operational teams for ongoing support.
- Undertake all project closure activities inclusive of planning and delivery of a Post Implementation Review.

Portfolios & Activities

Strategic Management and Planning
- Lead and deliver on the digital transformation program.
- Lead and contribute to strategic and operational planning to achieve business goals by fostering innovation.
- Set the direction and provide support to achieve the organisational strategic priorities.

Human Resource Management | Staff Management
- Provide leadership support to the DC&I Director in managing the overall EPMO portfolio of projects.
- Program Managers will be responsible for a number of projects which will in the main be led by assigned project managers and delivered with the input of EPMO resources (analysts, change and test managers, support officers) and business subject matter experts.

- Program Managers will provide mentoring and support for the project team responsible for delivery of the assigned projects. Working closely with the DC&I Director in appraise the performance of the project team and ensure that staff receive appropriate performance management, professional training and development opportunities.

Change and Benefits Management

- Foster a culture of excellence, innovation, and positive people management.
- Create a culture of 'digital change accountability' with the organisational leaders so that staff are effectively engaged managed and supported through the change.
- Communicate, facilitate and negotiate the introduction of digital change with key stakeholders.
- Contribute to benefits plans that is embedded within organisational structures to ensure effective delivery of benefits.

Governance, Quality, Safety and Risk Management

- Ensure risk management activities are undertaken and effective risk controls are in place.
- Ensure projects are managed within sound governance structures and with consistent use of standard templates and reporting procedures to well inform EPMO and project governance committees of project status, risks and issues, budget position and delivery against agreed schedule.
- Identify the risks associated with project delivery and develop strategies to mitigate such risks.

Operational Management

- Define and deliver sustainable operational processes in support of the digital ecosystem.
- Enable departments to use digital innovations effectively.
- Drive the development, implementation and maintenance of the digital ecosystem and operational governance schedule to deliver the digital programs within agreed timeframes, resources and budget.
- Create a performance culture focused on the delivery of key performance, financial and operational outcomes.

Relationship Management | Stakeholder Management | Key Business Partners

- Develop engagement strategies to inform continuous improvements.
- Ensure the effective communication with Business Partners.
- Provide liaison between the DoH and the organisations.
- Enhance relationships with key stakeholders to ensure digital platforms are in line with best practice.
- Establish and maintain close communication with Executives and Leadership teams.
- Establish strategic relationships with key IM&T vendors and consultants.
- Engage with leading multidisciplinary clinicians and consumers as relevant in programme of work.

Leadership and Coordination

- Provide leadership within the EPMO that will facilitate the timely delivery of projects and support the project managers and assigned resources in delivering quality outcomes.
- Display resilience and demonstrate self-discovery and a commitment to personal development.
- Communication of progress against agreed deliverables and milestones.
- Facilitate effective decision making ensuring alignment with oDIP organisational structures.

Financial Management

- Support the DC&I Director in ensuring projects comply with the financial management principles and policies.
- Develop and contribute to the preparation of business cases relating to digital innovation.
- Support the DC&I Director in monitoring assigned projects expenditure aligns with agreed budget cash flow and completion of deliverables.

Digital Collaborations and Initiatives

- Lead, enhance and consolidate the EPMO capacity and capability.
- Advancement of a digitally enabled virtual health to improve patient care and self-management.
- Enhance and consolidate delivery consistency and standardisation in project estimation and delivery the operational management and support of digital technology.
- Deliver a program of work for both organisations that looks for efficiencies.

- Management and control of the projects through the lifecycle of the program by providing strategic oversight, detailed planning and monitoring of progress.
- Mitigation of risks and issues and the provision of executive reporting on the health of the program.

Key Stakeholders

Business Partners Forever (BPF)

- oDIP Streams
- Facilities Maintenance, Engineering, Clinical Engineering, Capital Works.
- Departmental Business Stakeholders
- Virtual Health, EMR central and Local
- Finance

Partnering and Supporting Governance Committees

- Executive EPMO Committee
- Project Steering Committees
- oDIP Change Advisory Board
- ICT / oDIP Committees
- Capital Investment Committee

Internal:	*External:*
- Chief Executives. - Executive Directors, & Board. - Clinical Directors, & Senior Medical Staff. - General Managers, Directors, & Managers. - All Staff. - Parkville Precinct Partners.	- External Partners, & Vendors. - Department of Health (DoH). - CIOs or equivalent within other health services. - Community, Volunteers, Local government. - Other community organisations

Organisational Relationships

- Number of staff: *TBA*
- Reporting Directly: *TBA*
- Reporting indirectly: *TBA*

Key Performance Indicators / Accountabilities

Communication & Stakeholder Engagement:

- Collaborate effectively with internal staff, external consultants, and business partners to deliver projects.
- Work effectively with the EPMO and broader oDIP team to ensure that the solution design and technical foundations for the implementation of projects are well defined, agreed and understood by key stakeholders.
- Ensure requirements that are necessary to keep the project on track are understood, clearly communicated and executed on time.
- Present technical concepts in simple and understandable terms so as both technical and non-technical audiences gain an understanding of the problem and proposed solution.

Project Delivery:

- Develop planning documentation outlining project scope, governance, schedule, approach and deliverables.
- Coordinate with the EPMO, oDIP team and stakeholders to manage the delivery of technical and functional works packages to a high quality and within the delivery time frames.
- Ensure effective management of project budget, risks and issues with agreed contingency and mitigation plans
- Establish the appropriate governance groups for the project.
- Provide status reporting for steering committees and EPMO dashboard reporting, highlight task progress, risks and issues that may impact on project cost, quality and timeline.
- Ensure an appropriate level of quality assurance is maintained in delivery of projects.
- Ensure project plans and schedules are adhered to or are appropriately amended via variation management.
- Coordinate with the EPMO Change Manager the delivery of the change strategy and training material for staff to enable a smooth transition from current to new end state.

Generic Requirements:
- Ability to critically review design documents and specifications with an eye for detail.
- Ability to present to groups of people.
- Carry out other tasks as directed from time to time.

Key Selection Criteria
- Demonstrated success in managing and delivering ICT-enabled business change management projects.
- Experience managing projects that involve substantial work practice changes.
- Demonstrate experience in-team management skills to build and sustain high profile multi-disciplinary project teams to achieve high quality project outcomes.
- Experience in developing quality business case and project documentation writing skills.
- Comprehensive knowledge of project and people management techniques, tools and methods.
- Experience in developing and monitoring of organisation benefits in implementing ICT solution.
- Exceptional Project Reporting and Financial Management skills.
- Effective time management and workload prioritisation skills.
- Ability to work under tight deadlines whilst responding to changing business and technical conditions.
- Establishing and working with project Steering Committees and governance frameworks.
- Planning, prioritising and scheduling project activities and assigning appropriate resources.
- Initiating, progressing and tracking requests for variations to project scope, timelines and resources.
- Excellent interpersonal, written and verbal communication skills and ability to liaise effectively.
- Capability to work closely with vendors and service providers to ensure they deliver on agreed timeframes and quality.
- Tertiary degree and/or professional qualification in Management, Program/Project Management, Health Management, Information Technology Management or related fields is desirable.

one Digital Innovation Program

The Royal Melbourne Hospital

the women's
the royal women's hospital
victoria australia

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	Occasional
– 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	Occasional
– moderate push / pull forces 10–20 kg	Rare
– heavy push / pull forces over 20 kg	Rare
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	

Employee Responsibilities and Accountabilities

- Be aware of and work in accordance with Hospital policies and procedures, 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 (ie. 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.

Staff Vaccination Requirements

COVID 19 Vaccination

Provide evidence that they have received a full COVID-19 Vaccination or provide evidence from a medical practitioner certifying that an exception applies related to a contraindication to the administration of the COVID-19 vaccination. This includes employees in all roles at the Women's Hospital. This requirement is in line with the directions pursuant to section 200 (1)(d) of the Public Health and Wellbeing Act 2008 (Vic).

Influenza Vaccination

In line with the Health Services Amendment (Mandatory Vaccination of Healthcare Workers) Act 2020, some health care workers are now required to have their flu vaccination to work in health care.

As this role fits into category C of the departments risk ratings, applicants are strongly encouraged (although not required) to be vaccinated against influenza.

Statutory Responsibilities

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

Declaration

I have read, understood and agree to abide by responsibilities and accountabilities outlined in this position description.

Developed Date:	June 2022.
Developed by:	Director, Digital Collaborations & Initiatives
Date of next Review:	One year later.