



ROLE DESCRIPTION

Role Title:	ePCR Change & Engagement Manager
Classification Code:	ASO8
LHN/ HN/ SAAS/ DHW:	SA Ambulance Service (SAAS)
Hospital/ Service/ Cluster:	SAAS
Division:	Corporate Services
Department/Section / Unit/ Ward:	ePCR Project
Role reports to:	ePCR Program Manager
Role Created/ Reviewed Date:	
Criminal and Relevant History Screening:	<input type="checkbox"/> Aged (NPC) <input type="checkbox"/> Working With Children's Check (WWCC) (DHS) <input type="checkbox"/> Vulnerable (NPC) <input checked="" type="checkbox"/> General Probity (NPC)
Immunisation Risk Category Requirements:	<input type="checkbox"/> Category A (direct contact with blood or body substances) <input type="checkbox"/> Category B (indirect contact with blood or body substances) <input checked="" type="checkbox"/> Category C (minimal patient contact)

ROLE CONTEXT

Primary Objective(s) of role:

The South Australian Ambulance Service (SAAS) has embarked on a transformational project to design, build and implement an electronic Patient Care Record (ePCR) solution that directly or indirectly impacts nearly all business groups across the service.

Currently SAAS Clinicians record patient care details on hard copy paper case cards and administrative staff then manually enter part of this information into the SAAS billing system.

The ePCR Change & Engagement Manager will lead the Change & Engagement Team within the broader ePCR Project Team, and play a pivotal role in managing the successful implementation and adoption of the ePCR Solution. The ePCR Change & Engagement Manager will be responsible for:

- > Managing the development, implementation and execution of effective communications and change management plans, driving positive engagement and uptake of the ePCR Solution across SAAS and maintaining effective communication with external stakeholders.
- > Overseeing the development and delivery of training modules to non-clinical and corporate staff.

Direct Reports:

- > ePCR Communications Officer (ASO6)
- > ePCR Training Lead – Non-Clinical (ASO6)
- > ePCR Business Analyst – Corporate Processes (ASO5)

Key Relationships/ Interactions:

Internal

- This position directly reports to ePCR Program Manager for all functional, organisational, performance and HR matters.
- As the leader of a specialised team of skilled professionals, and a member of the broader ePCR Project Team, maintains a productive relationship with colleagues and peers.
- Works collaboratively with the ePCR Leadership Team to coordinate activities, leverage existing relationships with stakeholders and achieve Project goals.
- Maintains a close working relationship with the ePCR Clinical Manager and ePCR Deployment Manager, working collaboratively on a daily basis to coordinate change management, stakeholder engagement and communication activities.
- Maintains a strong working relationship with the SAAS Communications & Community Engagement Team, regularly working closely with the SAAS Communications Team Leader
- Maintains positive, constructive engagement with SAAS Executive Managers, Operational Managers and staff within SAAS on behalf of the ePCR Program Manager and other ePCR Project Team Leaders as required to support achievement of effective and positive outcomes.

External

- Engages with Local Health Networks (LHN) to manage communications to affected LHN users, and coordinate training activities.
- Updates the Dept of Health and Wellbeing, Office of the Chief Medical Information Officer (OCMIO) and other teams within SA Health as appropriate.
- Works with external services including SA Police (SAPol) and the SA Coroner's Court to coordinate communication of changes to processes affecting their staff.
- Supports positive relationships and consultation with Unions, Employee Associations and other industrial relations bodies representing employees.
- Liaises with the ePCR Solution Supplier as required to support communication and change management activities.

Challenges associated with Role:

Major challenges currently associated with the role include:

- > Successfully delivering significant change to nearly all teams within an organisation that has historically limited experience in large scale adoption of considerably new practices or work processes.
- > Managing engagement with, and communication to, a wide and varied group of stakeholders across multiple organisations located in a geographically spread area to achieve positive acceptance and uptake of a complex ICT Solution.
- > Working autonomously and exercising high levels of judgement within a complex environment of rapid change and politically sensitive topics.

Delegations:

Level 3 HR Delegations as defined in *SPDF-001 Human Resources Delegations and Authorisations*.

Level 5 financial delegations as defined by *SPDF-004 Instrument of Financial Delegation*.

Key Result Area and Responsibilities

Key Result Areas	Major Responsibilities
Organisational/Operational support and advice to ePCR Project	<ul style="list-style-type: none"> > Report to the ePCR Program Manager on matters relating to Communications and Change Management activities. > Represent the ePCR Program Manager at various meetings and project groups as required. > Draft correspondence and briefings on behalf of the ePCR Program Manager as required. > Actively participate and contribute to the ePCR Leadership Team. > Provide support for the planning and delivery of ePCR Project. > Ensure discretion, tact, diplomacy, and a high level of confidentiality is demonstrated. > Engage with other teams within the ePCR Project to effectively manage change impacts and required communications and coordination of resources.
Change Management	<ul style="list-style-type: none"> > Manage consultation to ensure comprehensive identification and analysis of all relevant stakeholders, develop an understanding of the change implications for each stakeholder group and determine appropriate change management approaches to be taken for each group. > Manage the development, execution and evaluation of an effective Change Management Plan for the ePCR Project in coordination with other teams within the Project and the ePCR Solution Supplier. > Support the activities required to attain approval of the Change Management Plan. > Build and maintain strong partnerships with manager and stakeholders within SAAS and external organisations to support coordination and implementation of change activities. > Identify risks and areas of concern relating to the implementation of planned changes and change activities to the ePCR Program Manager, and provide expert advice around mitigation strategies or potential solutions. > Evaluate and report on the effectiveness of the Change Management Plan and change management activities on an ongoing basis to ensure project objectives are met and to support successful implementation of the ePCR Solution.

Key Result Areas	Major Responsibilities
Communications	<ul style="list-style-type: none"> > Manage the development of comprehensive and effective Communication Plans as required for the ePCR Project. > Determine and develop, in consultation with key stakeholders and SAAS Communication and Community Engagement Team, key messages to be used consistently in Project communications. > Oversee the development and distribution of internal and external communication products, including a range of digital and hard copy communication materials, to support effective positive engagement for the Project and the coordination of Project activities. > Manage all communications, ensuring appropriate content and regularity to support achievement of Project objectives. > Review and report on the effectiveness of communications and communication materials, identifying opportunities for improvement. > Identify, analyse and mitigate complex communication risks, ensuring potential concerns of stakeholders are effectively managed. > Provide expert communications advice to the ePCR Program Manager, ensuring compliance with applicable style guides and formats.
Non-Clinical Training	<ul style="list-style-type: none"> > Oversee the development of Non-Clinical Training Packages, ensuring sufficient analysis of existing workflows and consultation with impacted teams. > Coordinate the scheduling of training activities with managers within the ePCR Project, Managers of non-clinical end user teams, and the ePCR Training Lead (Non-Clinical). > Manage planning and resourcing required to conduct non-clinical training activities. > Monitor the efficacy, knowledge gain and student satisfaction attained from non-clinical training activities. > Ensure adequate training records are maintained and appropriately communicated to relevant managers to support deployment planning and activities.
External Engagement	<ul style="list-style-type: none"> > Build and foster strong relationships with external stakeholders and organisations to support ePCR implementation and change management activities. > Support the communication and coordination of deployment activities impacting external organisations, leveraging productive working relationships and utilising consistent communications.

Key Result Areas	Major Responsibilities
Leadership & Management	<ul style="list-style-type: none"> <li data-bbox="584 241 1465 331">> Line Manage, lead, direct, guide and support the members of the ePCR Change & Engagement Team, coordinating activities with other relevant managers. <li data-bbox="584 342 1382 398">> Lead, model and encourage a culture of cross-team and cross-department collaboration. <li data-bbox="584 409 1465 566">> Effectively communicate the vision, objectives and relevant information to team members and encourage and model a team approach to work, problem solving and the attainment and maintenance of a work ethos that focuses on the achievement of high-quality outcomes. <li data-bbox="584 577 1465 689">> Facilitate team meetings of the ePCR Change & Engagement Team and relevant or associated working groups established to support change management activities, development of communications and development of non-clinical training content. <li data-bbox="584 701 1465 813">> Plan and prioritise workloads and provide guidance and direction to the ePCR Change & Engagement Team and develop, manage and evaluate resource plans and ensure activities are delivered in accordance with agreed Project schedules and work practices. <li data-bbox="584 824 1465 947">> Lead, develop and foster a positive work culture which is based on SA Health's values and promotes customer service, learning and development, safety, and welfare of employees, acknowledges differences, and encourages creativity and innovation.

Knowledge, Skills and Experience

ESSENTIAL MINIMUM REQUIREMENTS

Educational/Vocational Qualifications:

- > Nil

Personal Abilities/Aptitudes/Skills:

- > Effective leadership skills including a proven ability to develop and maintain effective interpersonal relationships across diverse groups, motivate and inspire others to work together collaboratively as a team, resolve sensitive issues and manage conflict and effectively lead others in the achievement of organisational objectives.
- > Demonstrated ability to work both independently and collaboratively as part of a team, under broad direction, to exercise judgement and delegated authority to identify performance outcomes, determine priorities and review operations to determine their effectiveness in an environment of competing priorities and expectations.
- > High level interpersonal, written and verbal communication skills, and an ability to articulate and present complex concepts clearly and concisely in a suitable manner to the audience, negotiate, influence and persuade stakeholders to achieve successful positive outcomes, and handle complex and sensitive issues with tact and diplomacy.

Experience:

- > Extensive experience leading or managing significant large-scale change, and the associated communications, in geographically spread diverse organisations.
- > Experience managing a team or workgroup, motivating and influencing staff to achieve a productive work environment and deliver high quality outcomes within predetermined agreed timeframes.
- > Demonstrated experience managing the development, production and distribution of a variety of high-quality communication products and materials, utilising contemporary and innovative mediums, in a sensitive environment.

Knowledge:

- > Extensive knowledge of the application of contemporary change management methodologies, particularly the Prosci ADKAR model, in a large, complex and diverse organisation.

DESIRABLE CHARACTERISTICS

Educational/Vocational Qualifications:

- > Tertiary qualification in Communications, Change Management, Marketing or a similarly related field.
- > Tertiary qualification in Project Management.

Personal Abilities/Aptitudes/Skills:

- > Demonstrated ability to analyse and conceptualise problems, formulate, plan and execute appropriate solutions and negotiate successful outcomes in an innovative and resourceful manner and at senior levels of government and private industry.
- > Ability to dynamically adapt to changing demands and priorities, identifying solutions, re-developing plans and re-allocating resources in an efficient manner and timeframe through the gathering of relevant information and consultation with appropriate stakeholders.

Experience:

- > Experience developing, successfully delivering and evaluating comprehensive training plans or packages to multiple groups or teams in a corporate environment.
- > Demonstrated experience successfully identifying customer needs, researching, strategically analysing and consulting with stakeholders to determine resolutions and agreed approaches.
- > Experience successfully delivering change or managing communications in a healthcare environment.

Knowledge:

- > Knowledge of SA Government Policies and Directions relating to internal and external communications.

Special Conditions:

- > It is mandatory that no person, whether or not already working in SA Health, may be appointed to a position in SA Health unless they have provided a satisfactory current Criminal and Relevant History Screening, as required by the *SA Health Criminal and Relevant History Screening Policy Directive*.
- > For appointment in a Prescribed Position under the *Child Safety (Prohibited Persons) Act 2016*, a current Working with Children Check (WWCC) is required from the Department for Human Services Screening Unit. For other positions, a satisfactory National Police Certificate (NPC) assessment is required.
- > For 'Prescribed Positions' under the *Child Safety (Prohibited Persons) Act 2016*, the individual's WWCCs must be renewed every 5 years from the date of issue; and for 'Approved Aged Care Provider Positions' every 3 years from date of issue as required by the *Accountability Principles 2014* issued pursuant to the *Aged Care Act 1997 (Cth)*.
- > Appointment is subject to immunisation risk category requirements. There may be ongoing immunisation requirements that must be met.
- > Depending on work requirements the incumbent may be transferred to other locations across SA Health to perform work appropriate to classification, skills and capabilities either on a permanent or temporary basis subject to relevant provisions of the *Public Sector Act 2009* for Public Sector employees or the *SA Health (Health Care Act) Human Resources Manual* for Health Care Act employees.
- > The incumbent may be required to participate in Counter Disaster activities including attendance, as required, at training programs and exercises to develop the necessary skills required to participate in responses in the event of a disaster and/or major incident.

General Requirements:

Managers and staff are required to work in accordance with the Code of Ethics for South Australian Public Sector, Directives, Determinations and Guidelines, and legislative requirements including but not limited to:

- > *Work Health and Safety Act 2012 (SA)* and when relevant WHS Defined Officers must meet due diligence requirements.
 - > *Officer WHS Duties: As an WHS defined Officer you must exercise due diligence as per the Work Health and Safety Act 2012 (SA).*
 - > *As a WHS defined Officer for SA Health, exercise due diligence to ensure SA Health compliance with Section 27 of the Work Health and Safety Act 2012 (SA), and take reasonably practicable steps to support health and safety culture, accountability, the allocation of resources and ensure compliance with legislative requirements.*
- > *Return to Work Act 2014 (SA)*, facilitating the recovery, maintenance or early return to work of employees with work related injury / illness.
- > Meet immunisation requirements as outlined by the *Immunisation for Health Care Workers in South Australia Policy Directive (Aug 2017)*.
- > Equal Employment Opportunities (including prevention of bullying, harassment and intimidation).
- > *Children and Young People (Safety) Act 2017 (SA)* 'Notification of Abuse or Neglect'.
- > Disability Discrimination.
- > *Independent Commissioner Against Corruption Act 2012 (SA)*.
- > *Information Privacy Principles Instruction*.
- > Relevant Awards, Enterprise Agreements, *Public Sector Act 2009*, *Health Care Act 2008* and the *SA Health (Health Care Act) Human Resources Manual*.
- > Relevant Australian Standards.
- > Duty to maintain confidentiality.
- > Smoke Free Workplace.
- > To value and respect the needs and contributions of SA Health Aboriginal staff and clients, and commit to the development of Aboriginal cultural competence across all SA Health practice and service delivery.
- > Applying the principles of the *South Australian Government's Risk Management Policy* to work as appropriate.

The SA Health workforce contributes to the safety and quality of patient care by adhering to the South Australian Charter of Health Care Rights, understanding the intent of the National Safety and Quality Health Service Standards and participating in quality improvement activities as necessary.

Performance Development:

The incumbent will be required to participate in the organisation's Performance Review and Development Program which will include a regular review of the incumbent's performance against the responsibilities and key result areas associated with their position and a requirement to demonstrate appropriate behaviours which reflect a commitment to SA Health values and strategic directions.

Handling of Official Information:

By virtue of their duties, SA Health employees frequently access, otherwise deal with, and/or are aware of, information that needs to be treated as confidential.

SA Health employees will not access or attempt to access official information, including confidential patient information other than in connection with the performance by them of their duties and/or as authorised.

SA Health employees will not misuse information gained in their official capacity.

SA Health employees will maintain the integrity and security of official or confidential information for which they are responsible. Employees will also ensure that the privacy of individuals is maintained and will only release or disclose information in accordance with relevant legislation, industrial instruments, policy, or lawful and reasonable direction.

White Ribbon:

SA Health has a position of zero tolerance towards men's violence against women in the workplace and the broader community. In accordance with this, the incumbent must at all times act in a manner that is non-threatening, courteous, and respectful and will comply with any instructions, policies, procedures or guidelines issued by SA Health regarding acceptable workplace behaviour.

Resilience:

SA Health employees persevere to achieve goals, stay calm under pressure and are open to feedback.

Organisational Context

Organisational Overview:

Our mission at SA Health is to lead and deliver a comprehensive and sustainable health system that aims to ensure healthier, longer and better lives for all South Australians. We will achieve our objectives by strengthening primary health care, enhancing hospital care, reforming mental health care and improving the health of Aboriginal people.

SA Health is committed to a health system that produces positive health outcomes by focusing on health promotion, illness prevention and early intervention. We will work with other government agencies and the community to address the environmental, socioeconomic, biological and behavioural determinants of health, and to achieve equitable health outcomes for all South Australians

Our Legal Entities:

SA Health is the brand name for the health portfolio of services and agencies responsible to the Minister for Health and Ageing and the Minister for Mental Health and Substance Abuse.

The legal entities include but are not limited to Department for Health and Ageing, Central Adelaide Local Health Network, Northern Adelaide Local Health Network, Southern Adelaide Local Health Network, Women's and Children's Health Network, Country Health SA Local Health Network and SA Ambulance Service.

SA Health Challenges:

The health system is facing the challenges of an ageing population, increased incidence of chronic disease, workforce shortages, and ageing infrastructure. The SA Health Care Plan has been developed to meet these challenges and ensure South Australian's have access to the best available health care in hospitals, health care centres and through GPs and other providers.

SA Ambulance Service:

SA AMBULANCE SERVICE VISION

An innovative, patient focussed, technology enabled, evidence driven, emergency response and health care ambulance service; achieved by exceptional people.

PURPOSE

To ensure South Australia thrives by enabling access to emergency and non-emergency ambulance health care and alternative patient pathways while contributing to our State's emergency preparedness and health response capability.

Underpinning the SA Ambulance Service (SAAS) Strategic Directions are the agreed values that reflect patient focused, integrity and honesty, community collaboration, teamwork, respect and courtesy, change ready and authentic leadership. These values drive how we conduct our business and how we behave. We aim to uphold our values every day and recruit to those values. We will ensure we have a culture that is **Respectful, Inclusive, Supportive and Equitable (RISE)**.

Australia has one of the most culturally and ethnically diverse populations in the world. Having bi-lingual and bi-cultural employees can enhance the department's ability to negotiate with, and meet the needs of, the full range of its clients and customers. Such employees also add to the diversity of the workforce, and give added opportunities to fully capitalise on difference as a valuable asset in an increasingly competitive environment.

Division/ Department:

SAAS has embarked on a transformation project to deploy a purpose-built electronic Patient Care Record (ePCR) Solution across all ambulance services State-wide. The ePCR Project Team will comprise of motivated members who each bring specialist skills from their respective backgrounds to a collaborative goal focussed

work environment. The Project Team will work closely with key stakeholders including SAAS, Digital Health SA, Local Health Networks, External Suppliers and other Government Bodies to ensure the design, build and deployment of the ePCR Solution meets the needs of end users and delivers high quality outcomes to benefit the provision of healthcare in South Australia.

Values

SA Health Values

The values of SA Health are used to indicate the type of conduct required by our employees and the conduct that our customers can expect from our health service:

- > We are committed to the values of integrity, respect and accountability.
- > We value care, excellence, innovation, creativity, leadership and equity in health care provision and health outcomes.
- > We demonstrate our values in our interactions with others in SA Health, the community, and those for whom we care.

SA Ambulance Service Values

OUR EXCEPTIONAL PEOPLE | VALUES

PATIENT FOCUSED We will put our patients and the safe and quality care we provide them first, in everything we do.	TEAMWORK We will work across SAAS, our health system, our partners, stakeholders and the community to achieve our goals.
INTEGRITY AND HONESTY We accept and uphold the standards and expectations of our organisation and communities.	RESPECT AND COURTESY We will always be respectful and courteous toward our patients, each other, and all those we work with.
COMMUNITY COLLABORATION We value our role in the community, and we value the communities we serve.	CHANGE READY We know our communities' needs will evolve and we must adapt to meet them.
	AUTHENTIC LEADERSHIP We will support leadership development for our people at every level.

Code of Ethics

The *Code of Ethics for the South Australian Public Sector* provides an ethical framework for the public sector and applies to all public sector employees:

- > Democratic Values - Helping the government, under the law to serve the people of South Australia.
- > Service, Respect and Courtesy - Serving the people of South Australia.
- > Honesty and Integrity- Acting at all times in such a way as to uphold the public trust.
- > Accountability- Holding ourselves accountable for everything we do.
- > Professional Conduct Standards- Exhibiting the highest standards of professional conduct.

The Code recognises that some public sector employees are also bound by codes of conduct relevant to their profession.

As a public sector employee, you have a responsibility to maintain ethical behaviour and professional integrity standards. It is expected that you act in accordance with the Code of Ethics, and contribute to a culture of integrity within SA Health.

Approvals

Role Description Approval

I acknowledge that the role I currently occupy has the delegated authority to authorise this document.

Name:

Role Title:

Signature:

Date:

Role Acceptance

Incumbent Acceptance

I have read and understood the responsibilities associated with role, the organisational context and the values of SA Health as outlined within this document.

Name:

Signature:

Date:

Version control and change history

Version	Date from	Date to	Amendment
V8	12/02/2020	07/01/2021	Updated the Paramedic Registration clause in the essential minimum requirements
V9	07/01/2021	02/02/2021	Added integrity statement within the Code of Ethics
V10	02/02/2021	14/03/2024	Amended an error within the Paramedic Registration clause in the essential Minimum Requirements
V11	14/03/2024	Current	Updated template with WHS requirements, SAAS Values, Vision and Purpose