

Tamara Marwood

Independent Health Transformation Adviser and Interim Leader

Strategy into delivery · Portfolio performance and recovery · Responsible AI adoption

Bendigo, Victoria · Working across Australia

Website · LinkedIn · Email

PROFILE

I help health services, research organisations and health-technology companies turn complex strategy into governed, deliverable change. My work spans portfolio design and recovery, digital transformation, responsible AI adoption and interim delivery leadership.

Across 15 years in health, higher education, government and technology, I have built portfolio operating models, led \$1M–\$3.5M system transformations, stabilised complex delivery environments and developed cross-sector strategies. Most recently, I established the delivery foundations for a health-technology AI scale-up, including its first 40+ initiative roadmap and an eight-stage release-governance model.

I lead by listening carefully, forming a clear view and bringing multidisciplinary teams with me. I provide direction, take accountable ownership and address difficult delivery issues while mentoring the people leading the work. My goal is to leave behind stronger governance, greater confidence and the capability to sustain change after my engagement ends.

CONSULTING CAPABILITIES

- **Strategy into delivery** — Translating strategic priorities into clear roadmaps, investment choices, governance, sequencing and measurable outcomes.
- **Portfolio performance and recovery** — Establishing visibility, priorities, delivery controls and executive decision-making across complex portfolios.
- **Interim transformation leadership** — Taking accountable ownership for a defined period while strengthening the team and preparing for a sustainable handover.
- **Responsible AI adoption** — Helping health organisations evaluate AI opportunities, clarify accountability and establish proportionate governance and assurance.
- **Leadership and capability development** — Mentoring delivery, clinical and technical leaders; building confidence, decision-making and practical delivery disciplines.
- **Partnerships and stakeholder alignment** — Bringing executives, clinicians, technical teams, researchers, government and community stakeholders together around difficult decisions.

SELECTED IMPACT

- Established a health-technology scale-up's first enterprise delivery roadmap, structuring 40+ initiatives across six domains.
- Designed an eight-stage release-governance model with clear ownership and decision gates.
- Led \$1M–\$3.5M clinical and patient-administration system transformations across Victorian health services.
- Led enterprise analytics and identity-platform change, achieving greater than 85% adoption.
- Developed regional health-workforce and service-capability roadmaps through collaboration across government, health, education and community.
- Led multidisciplinary delivery teams and a 12-person functional team, while mentoring clinical, business and technical leaders.

SELECTED LEADERSHIP AND TRANSFORMATION EXPERIENCE

Head of Engineering Operations and Delivery — Evidentli (February 2026 – September 2026)

Engaged to build the operational backbone for a health-technology AI scale-up developing Piano, a platform designed to help hospitals and research institutes ingest, govern and analyse health data for AI-enabled research.

- Authored the company's first Engineering, Delivery and Operations Roadmap, structuring 40+ initiatives across six domains and giving leadership a single source of truth for prioritisation and resourcing.
- Designed and ran an eight-stage stage-gate release-governance model, with a named owner and a go/no-go decision gate at every step.
- Established an executive and cross-functional reporting cadence across 13 stakeholder groups, including the Board, CEO, product, engineering, delivery, commercial, finance and security teams.
- Designed the governance, client-enablement and secure-data-handling pathway for deploying the platform into hospital and research environments, including data staging for AI model training.
- Ran Proof-of-Value technical evaluations for enterprise clients in Germany and the UK.
- Built delivery capability through practical tools, governance routines and coaching, mentoring team members into leadership positions.

Project Manager, Digital Health Transformation — Mercy Health (December 2024 – December 2025)

Led a circa \$1M clinical-system transformation across two hospital sites, establishing multidisciplinary governance, securing state-government support, managing go-live incident response and reporting adoption, service and financial benefits to the Project Control Group, Executive Director and CIO.

- Delivered PalCare across two hospital sites alongside a parallel sub-acute patient administration and scanned-record transition, securing direct engagement from state government stakeholders.
- Mentored clinical and business workstream leads, building their delivery capability and stakeholder-management confidence beyond the life of the project.

Project Manager, Clinical Information Systems — Bendigo Health (2023 – 2024)

Directed a \$3.5M Patient Administration System implementation across acute and sub-acute services at a major regional health service, coordinating a multidisciplinary team and reporting to an executive sponsor and steering committee.

- Delivered the implementation across acute and sub-acute rollout streams, including data migration, systems integration, training and clinical and administrative workflow transition.
- Coordinated a core team of five plus two business specialists and a change manager, escalating to secure the people, funding and time needed from project partners.

Change and Communication Manager, Enterprise Digital Transformation — La Trobe University (2020 – 2022)

Led change and communications for a university-wide Scheduling Project (SyllabusPlus replacement) and enterprise digital transformation, operating within governance spanning a Business Sponsor, Business Owner, CIO and Project Steering Committee.

- Authored the change approach, applying ADKAR across three delivery streams — central room allocation, subject coordinator allocation and examinations management.
- Achieved greater than 85% adoption of new enterprise analytics and identity platforms through structured stakeholder engagement, and developed communities of practice to sustain the change.

SELECTED CONSULTING AND ADVISORY ENGAGEMENTS

Ten years as founder and lead consultant of Create Business (2013–2023), a strategy, communications and stakeholder-engagement consultancy working independently across health, government, higher education and community sectors. Selected engagements:

- **Murray PHN and Regional Development Victoria** — Health workforce and service-capability roadmaps developed through cross-sector research and co-design.
- **Dingee Bush Nursing Centre** — Strategic review facilitated with the board of a small rural health service.
- **Bendigo Tech School** — Stakeholder research, three-year engagement strategy and ongoing strategic advice to the Director.
- **Regional and local government clients** — Strategy, policy co-design, community engagement and organisational planning.
- **Medical-device start-ups and emerging leaders** — Business, delivery and leadership mentoring through start-up and university-alumni programs.

RESPONSIBLE AI, RESEARCH AND TEACHING

- Master of Research examining how a NSW Local Health District applied the NSW AI Assurance Framework to a clinical AI medical device.
- Research findings presented at AIDH AI Care 2025; article in revision for the Australian Health Review.
- Practical experience designing governance and delivery pathways for an AI-enabled health-data platform entering hospital and research environments.
- Sessional lecturer in Digital Health Trends at La Trobe University.
- Currently completing MIT's Applied Agentic AI for Organizational Transformation.

QUALIFICATIONS

- Company Directors Course (Healthcare), AICD and AIHE — commencing October 2026.
- Applied Agentic AI for Organizational Transformation — Massachusetts Institute of Technology, current, 2026.
- Master of Research (Australian Institute of Health Innovation) — Macquarie University, 2024.
- Graduate Certificate in Digital Health — La Trobe University, 2022.
- Certificate in Engagement and Stakeholder Management (IAP2), 2019.
- Graduate Diploma, Community Cultural Development, 2001.
- Bachelor of Commerce — Monash University, 1996.

BOARD AND ADVISORY EXPERIENCE

- Bendigo Education Industry Engagement Advisory — member, 2023.
- IAP2 Melbourne Local Advisory Network and International Critical Friends Group — member, 2020.
- CreateAbility Reference Group, Golden City Support Services — member, 2019–2021.
- Weeroona College Bendigo, School Council — co-opted community member, 2020.

PROFESSIONAL DEVELOPMENT

- Digital Health CRC Industry Scholarship — 2023 and 2024.
- Digital Health CRC Internship, La Trobe University and Sax Institute — 2022 and 2023.
- Human Centred Design Accreditation, +Acumen and IDEO.org — 2018–2019.
- Rob Hunt Transformational Leadership Program, Be.Bendigo — 2017.