



IDENTIFICATION

Department	Position Title	
Health and Social Service	Manager, Project Management Services	
Position Number	Community	Division/Region
49-10776	Yellowknife	Information Services

PURPOSE OF THE POSITION

The Manager, Project Management Services is responsible for the leadership and oversight of project based Information Management (IM), Information Systems, and Technology solutions and services for enterprise-wide electronic Health and Social Services Systems (eHSS Systems) capital projects/initiatives across the Health and Social Services (HSS) System, including the department of Health and Social Services (DHSS) and the Health and Social Services Authorities (HSSAs).

The Manager also leads the expansion and further adoption of eHSS Systems project management standards, practices and methodologies within the Department and throughout the NWT HSS environment.

SCOPE

The Manager, Project Management Services is located in Yellowknife and reports to the Chief Information Officer (CIO). The Manager, Project Management Services provides direct support and expert counsel to the CIO and eHSS Strategy Committee.

The eHSS Systems are complex platforms, blending enterprise-wide electronic health and social services information and communication technologies, case management tools and digital program solutions, as well as integration with medical equipment and devices. This is a critical role and contributes to the strategy and direction of the HSS system and its integrity into the future. eHSS Systems and support services are used on a daily basis by HSS personnel territory-wide, including administrators, planners, analysts, physicians, nurses, social workers and allied health workers. This is the largest and most complex network of systems within

the GNWT with approximately 100 systems with varying degrees of interdependency and interconnectivity.

Canada's health system is among the most complex organizationally in the world. The Northwest Territories HSS system has added complexity with the inclusion of social services within the health system. The HSS system is undergoing major reform and transformation driven by funding pressures, demographics, public expectations and technology. The eHSS Systems are directly utilized in developing Territorial HSS service levels (planning for delivery of HSS programs), infectious diseases outbreak management, healthcare billing, clinical decision support, results distribution, and diagnoses in provision of medical/social care. The around-the-clock availability of specific eHSS Systems data (diagnostic imaging, lab results, and outbreak detection) to HSS practitioners at DHSS and in the HSSAs is vital to the health and well-being of NWT residents.

The Manager, Project Management Services, has a critical role in the deployment of eHSS Systems, to ensure a standardized, integrated, and financially efficient approach that ensures a high level of project success. The Manager is accountable for oversight, leadership, management and support for all enterprise-wide eHSS Systems capital projects and programs within the HSS System portfolio including at the HSSA level. This includes ensuring all eHSS Systems capital and select operational projects and/or programs are defined, constructed, deployed, tested and delivered along with the necessary change management, adoption and evaluation, to meet the stated requirements, meet quality standards, and are deployed in accordance with the GNWT Systems Development Life Cycle (SDLC) and HSS legislation and project management policies and procedures.

Further, the Manager, Project Management Services is responsible for developing and managing a virtual project management office (PMO) including developing and maintaining policies, processes, procedures, manuals, templates and reporting in accordance with accepted project management methodologies and standards, while respecting and following those endorsed by the GNWT CIO Office, as well as Federal, Provincial, Territorial (FPT) requirements.

The incumbent is responsible for overseeing the coordination and management of several (5 to 7) major, concurrent, multi-year capital eHSS Systems projects. Each project is unique and complex; involves various health and social services program areas; and also spans the Department, its 3 Authorities, FPT partners, Canada Health Infoway and third-party health and social services suppliers such as NGOs, Alberta Health Services, Alberta Bluecross, and retail pharmacies. The incumbent's section is responsible for bringing these projects online from an information system and peripherals perspective, including procurement; implementation; project management; change management; risk management; reporting; business process reengineering; evaluation; adoption; and identifying and managing integration points across projects.

The Manager is accountable for multiple complex and concurrent eHSS Systems project and/or program budgets that have a total value between \$15 and 20 million as well as an annual operations and management budget of approximately \$1 million.

The Manager, Project Management Services manages a team of permanent staff and will also supervise:

- Up to five term positions at any given time (Project Managers, Systems Analysts, Project Administrative Assistant, Project Coordinators, Trainers, clinical leads/Champion);
- Up to 30 senior project contractors (e.g. Project Managers, Business Analysts, Technical Leads, Privacy and Security Consultants, Change Management Consultants, Data Integrity and Integration Analysts).

RESPONSIBILITIES

1. Manages and advances the project program portfolio

- Manages the eHSS Systems Projects Portfolio including:
 - eHSS Systems Projects Master Integrated Calendar;
 - eHSS Systems project planning, analysis, design, construction, implementation and closure processes;
 - Development of project charters;
 - Development of project work plans, statements of work, cost estimates, communications plans, change management plans, risk management plans, and procurement and contracted services; and
 - Monitoring and reporting eHSS Systems project milestones, risks and issues and identifies strategies to minimize/resolve obstacles to successful project delivery;
- Introduces, manages and operationalizes the PPPM - Project Program Portfolio Management business model;
- Coordinates project Privacy Impact Assessments in conjunction with Privacy resources to ensure projects and project work comply with Health Information Act (HIA) and Access to Information and Protection of Privacy Act (ATIPP) legislation and regulations;
- Works with senior management in DHSS and the HSSAs on approval, sponsorship and accountabilities of eHSS Systems projects that support their program area and strategic business plans;
- Coordinates project management with direct contractors or with third party vendors for major systems solutions;
- Oversees vendors and service suppliers in accordance to the DHSS Vendor Management Quality process;
- Coordinates the preparation of eHSS Systems project budgets and regular forecasts for operational and corporate reporting within deadlines;
- Leads the development, implementation and regular production of a dashboard for portfolio and capacity reports, eHSS Systems scorecards and other forms of executive reports for a wide range of audience including eHealth Strategy Committee, senior management and external stakeholders;
- Develops and presents project change, project approach, project integration justifications for the portfolio of eHSS Systems projects;
- Develops and updates policy, processes, templates, manuals, and guides for the eHSS Systems Project Management Office within the HSS System;

- Ensures that appropriate financial controls and disciplines are incorporated into/aligned with technology investment strategies and related projects;
- Ensures that external resource services and deliverables meet contractual obligations, and that projects are completed on time, within budget and meet users' needs;
- Develops, evaluates, and manages eHSS Systems Projects Portfolio Management risk assessments and risk mitigation strategies;
- Manages project stakeholder expectations, project scope and takes early action to resolve problems;
- Handles unusually complex problems and provides highly innovative and creative solutions that will achieve project deployment; and
- Ensures appropriate action is taken to address project quality issues and improve performance.

2. Provides strategic and policy advice and support to the CIO in order to maximize the service and support provided to the NWT health and social services delivery system, spanning a variety of specialized areas from procurement to standardization of project implementation services.

- Provides strategic direction and leadership for the research, development and evaluation of policy and regulatory requirements for eHSS Systems Project Management Services;
- Develops and maintains the Project Management Services office ensuring that eHSS Systems projects are undertaken in a standard manner across the enterprise HSS System;
- Provides strategic advice and expertise to DHSS and HSSA Senior and Executive Management on issues impacting eHSS Systems projects; and
- Contributes to the development of the eHSS Systems strategic plan and the establishment of priorities for the business plan in support of the strategic and operations goals of the HSS enterprise.

3. Leads change management efforts associated with major systems initiatives within the HSS environment.

- Champions enterprise-wide culture of eHSS interoperability through adoption of systems standardization where possible;
- Incorporates shared visioning and other change management strategies in the day-to-day operations of Project Management Services and in individual projects;
- Engages key stakeholders in change process, understands the impact on both internal and external stakeholders and manages risks and benefits accordingly;
- Continually analyses the change process and makes necessary adjustments to maximize effectiveness; and
- Implements change in a planned and systematic fashion utilizing project management tools.

4. Establishes and maintains relationships with a wide variety of stakeholders.

- Develops a close working relationship with the senior business/program area leads as well as informatics leads at each of the HSSAs to manage projects and implement NWT wide solutions;
- Works with contracting and legal professionals to ensure that contract language and associated templates reflect progressive practices and maximizes benefits for the GNWT;
- Effectively communicates and manages project expectations to project coordinators, team members, senior management and other stakeholders in a clear and concise fashion;
- Regularly interfaces with appropriate stakeholders to build and maintain strong relationships and ensure smooth transition of business solution throughout project lifecycle;
- Represents the Information Services Division on DHSS, HSSA, GNWT interdepartmental, and FPT committee meetings with respect to project management of initiatives;
- Liaises with vendors and service suppliers;
- Leads interdisciplinary teams (Project Management Services, IS, IT, IM, Operations, practitioners, vendors, etc.) in all aspects of project planning, negotiations and successful project implementation;
- Defines project(s) vision and guides individuals and groups towards the vision, while maintaining group cohesiveness, responsiveness, commitment and effectiveness; and
- Works in a collaborative manner with colleagues from other GNWT Departments such as in service delivery collaboration with the Technology Service Centre, and the GNWT Office of the CIO as well as represents the DHSS at inter-Departmental committee meetings.

5. Manages the section, including employee supervision, budget and financial management and operations of the section.

- Recruits and orients employees, schedules work, monitors work in progress, trains and develops staff, conducts regular performance evaluation and takes disciplinary action when required;
- Manages the financial resources of the unit through budget planning monitoring, reporting and controlling to ensure best value for expenditures made and the receipt of revenue owing;
- Plans and determines allocation of resources, authorizes and controls expenditures, and is accountable for managing resources within the Project Management Services section;
- Manages services contracts and contribution agreements;
- Evaluates the success in achieving planned results and identifies the need for corrective action in accordance with divisional plans;
- Fosters a high quality workplace with a strong commitment to quality and process improvement and patient care focus;
- Accountable for service and goods contracts associated with capital projects. These contracts are multi-million dollar, multi-year and provide services to the DHSS and HSSAs;

- Ensures that Requests For Information, Requests For Proposals, and contracts are developed and evaluated in keeping with GNWT approved templates and standards; and
- Identifies and applies opportunities for cost reduction/avoidance and/or service enhancement within allocated resources.

WORKING CONDITIONS

Physical Demands

Consistent with a typical GNWT office environment. The incumbent may be required to travel periodically. Travel to remote NWT communities will involve small aircraft.

Environmental Conditions

Consistent with a typical GNWT office environment.

Sensory Demands

During periods of eHSS Systems project urgent events and project milestone achievement, long hours of work requiring physical and mental endurance may be required until the issue is resolved.

Mental Demands

- Sustained listening is required when chairing and participating in lengthy meetings, workshops, or consultations to understand and discuss needs, risks, issues and action plans. This activity is made more difficult by uncontrolled interruptions and complexity of the material itself.
- The work requires 2 to 3 hours of sustained visual attention when proofreading or preparing documents, reviewing contracts and proposals, plans, presentations and email. This activity is made more difficult by telephone calls, email and other interruptions by drop in staff and unexpected time-sensitive project intervention activities.
- Stress can result from heavy workload, balancing competing priorities, sorting through conflicting advice, and managing politically sensitive issues with tight deadlines and with a high degree of intensity. Unexpected demands, competing demands and ambiguity frequently add to the stress and mental fatigue. The incumbent is seen as an eHSS Systems projects expert leader; answers and swift resolution are required. Decisions often have long-range and or costly effects.

KNOWLEDGE, SKILLS AND ABILITIES

- Demonstrated knowledge and ability to review, evaluate, and provide feedback on all phases of the system development life cycle;

- Ability to define high-level requirements for new and existing software and database development;
- Ability to effectively write and review complex documents including briefing notes and Ministerial responses;
- Demonstrated expertise in leading information gathering and reporting needs through environmental scans and consolidating data into relevant information for presentation to Senior Management as well as front line workers;
- Strong interpersonal skills in order to effectively communicate orally and in writing;
- Ability to deliver clear, effective and functional presentations using a content and style adapted to, and likely to influence the intended audience;
- Ability to think analytically and relationally while solving complex problems;
- Strong client relations management;
- Management knowledge of portfolio management and supporting processes, quality assurance, risk management and data administration;
- Ability to strategically plan and implement actions that achieve future goals;
- Ability to demonstrate leadership, initiative and professional judgement;
- Ability to deal with individuals at all levels with a high degree of tact and diplomacy;
- Full working experience in conflict management and negotiation skills
- Ability to manage large budgets (over a million dollars) and track finances for decision making purposes;
- Strong organizational, time management and project, program and portfolio management skills;
- Full working knowledge of preparing cost-benefit analysis and budgetary forecasts;
- Ability to develop standards, policy and procedures, and monitor compliance;
- Ability to guide the estimating, planning and reporting of project timelines, milestones and progress;
- Ability to lead, coach and mentor staff handling multiple tasks, schedules and projects in a coordinated manner;
- Ability to prepare Requests for Proposals (RFPs); evaluate proposals and select contractors; to negotiate and prepare vendor contracts in conjunction with legal services; to develop professional and courteous relationships with contractors; and ability to manage contractor performance to contract;
- Full working knowledge of managing and supporting the Portfolio intake and prioritization process
- Strong working knowledge in leading Project Portfolio Management (PPM) governance activities which include management and leadership responsibility for portfolio management; and project and/or program issues, changes, resources (human and fiscal), communications, status/progress reporting, risks, quality, procurement and project closure;
- Strong working knowledge of capacity planning and portfolio optimization;
- Significant experience and strong delivery record in enterprise informatics technology portfolio and project management and associated resource management;
- Experience managing and developing diverse enterprise technology project management teams with different skills sets and levels of experience;

- Proven practical experience and qualification in an accepted project management methodology;
- Significant experience delivering projects in partnership with third party suppliers;
- Well organized, self-disciplined and motivated;
- Strong in process and continuous improvement.

Typically, the above qualifications would be attained by:

- Bachelor's degree in Information Systems, Health Informatics, Computer Science or a related discipline combined with five years of recent, related experience leading project teams and project management in complex and evolving environments.

The following experience would be an asset:

- Project, Program & Portfolio Management Experience in the healthcare IM/IS field.
- Experience in facilitating and managing consultation processes with a wide range of healthcare and Governmental stakeholder groups;
- Active Project Management Institute credentials (PMP, PgMP, PfMP)
- Direct experience working at hospital, regional or ministry level within an HSS system.

ADDITIONAL REQUIREMENTS

Position Security (check one)

No criminal records check required
 Position of Trust – criminal records check required
 Highly sensitive position – requires verification of identity and a criminal records check

French language (check one if applicable)

French required (must identify required level below)

Level required for this Designated Position is:

ORAL EXPRESSION AND COMPREHENSION

Basic (B) Intermediate (I) Advanced (A)

READING COMPREHENSION:

Basic (B) Intermediate (I) Advanced (A)

WRITING SKILLS:

Basic (B) Intermediate (I) Advanced (A)

French preferred

Indigenous language: Select language

Required
 Preferred