

PROFILE SUMMARY

- Seasoned, highly skilled, leader with **15+ years successfully leading** initiatives involving **digital transformation and the development and implementation of large-scale operating models**.
- **10+ years** in Federal Government settings **advising senior management and project teams** on **execution approach and strategy** through illustrative roadmaps cohesively aligning strategic objectives and implementation steps.
- Business and technically educated and versed, with nearly **20 years being immersed in technological innovation**.
- Highly effective and proficient at:
 - Understanding the **business case and needs** and acting as a bridge between the business and technical teams
 - Applying a **people, process, and results-oriented** approach that leads to successful and sustainable outcomes
 - **Mobilizing** and aligning **multi-disciplinary teams and stakeholders** (including in remote / virtual settings)
 - **Leveraging and applying relevant cumulative experience/ knowledge** to current context.
- **Federal Clearance:** Secret (Expiry: 2032).
- **Languages:** Bilingual (English / French).

PROFESSIONAL EXPERIENCE

Below is a record of employment. Please refer to the [Mandates](#) section for details on the projects referenced and additional experience.

[JUBE CONSULTING](#), OTTAWA, ON

MARCH 2020 – PRESENT

As **Sr Business / IT / Organizational Consultant and Project Executive**, **conduct highly challenging and visible consulting mandates** for clients in public/private sectors. [Projects #38-45](#)

- **Budget/Project:** \$7 – 200 million
- **Featured Accomplishments:**
 - Designed and gained buy in for a product operating model (POM) inclusive of core functions, work processes, and roles & responsibilities for the Contact Centre and Digital Identity (CC&DI) division at Shared Services Canada (SSC) [Project #45](#)
 - Liaised with and reconciled information from various stakeholder groups, established and oversaw the governance, fiscal year planning, project management structure, and business needs for a portfolio of IT-enabled projects funded by Employment and Social Development Canada (ESDC) [Project #41](#)
 - Conducted Pan-Canadian stakeholder consultations including representatives from patient groups, private and public sectors (e.g., provincial and federal health ministries) while directing the

AREAS OF EXPERTISE

- Stakeholder Engagement
- Process/Program Improvement & Redesign
- (Product) Operating Model Design
- Project Strategy & Leadership
- IT/Non-IT solution design & execution
- Strategic Planning

SOFT SKILLS

- Analytical
- Communication (Verbal/Written)
- Decision-making
- Facilitation
- Interpersonal
- Leadership
- Problem-solving
- Team building

TECHNICAL SKILLS

- Account/Client Management
- Budget Planning & Financial Management
- Business Case/Proposal Development
- Change Management
- Communication planning/management
- Contract/Vendor Management
- Facilitation & Presentations
- Gap Analysis & Process re-engineering
- Governance & Team structure development
- Impact & Readiness Assessment
- Privacy / Security impact assessment
- Project/Portfolio management methodology (Agile/Waterfall) & software (MS suite, Project, Teams)

development of an integrated business model to improve the health of Canadians [Project #40](#)

- ❑ Advised Public Services & Procurement Canada Senior Management on the TBS business case submission and change management issues affecting the organization's ability to achieve project objectives for the S/4HANA upgrade. [Project #39](#)
- ❑ Seamlessly delivered pandemic and early elections readiness strategies and the improvement of several programs, including citizen experience, for the Elections Canada Contact Centre. [Project #36](#)

[AKINOX SOLUTIONS](#), LEVIS, QC

APRIL 2020 – FEBRUARY 2024

As **Director, Client Services**, guided and supported Akinox's digital health strategy and innovation by providing business advice, planning, and recommendations for an optimal positioning of its solutions within the Canadian healthcare market. ([Projects #37-38](#), and [Project 42](#)).

- **Project Budgets:** \$1 – 20 million
- **Featured Accomplishments:**
 - ❑ Advised on strategic plan/direction and key business decisions through an operational plan and proposed PMO & PPM technology
 - ❑ Contributed to establishing cybersecurity standards, including Security certifications and completion of Privacy Impact Assessments (PIAs) for various jurisdictions
 - ❑ Advised on evolving trends and product development opportunities, including on AI, digital identity & identity management, interoperability, patient portals, and virtual care
 - ❑ Developed collaborations and partnerships with public and other private sector organizations.

[GEVITY CONSULTING](#) (Now an *Accenture* company), OTTAWA, ON JANUARY 2013 – MARCH 2020

Juggled multiple priorities while delivering **management consulting, project management, & change management** services ([Projects #29-35](#)).

- **Project/Project:** \$5 – 20 million
- **Featured Accomplishments:**
 - ❑ Directed a team of 50+ resources to deliver an election-ready contact centre, including business model, infrastructure, and end-to-end software solutions (10) to support 400 resources to handle queries for the 2018 General Elections ([Project #35](#))
 - ❑ Led the Indigenous Services Canada team and the consulting team to deliver on a strategic agreement between provincial and national organizations for the adoption of the Panorama Public Health Information System by 83 First Nations in Saskatchewan [Project #33 and #34](#)
 - ❑ Guided and led the project team to develop and implement the Matrix NT application to support Child Protection and Adoption practices and documentation across the Northwest Territories. [Project #32](#)

EDUCATION

M.B.A., Strategic Management & IT
Specialization, University of British Columbia, Vancouver, BC***

Bachelor of Arts, Major in Psychology, Simon Fraser University, Vancouver, BC

Bachelor of General Studies, Minor in Psychology, Université Laval, Québec City, QC

*** UBC's full-time MBA ranks in the top 50 internationally, providing a solid and comprehensive foundation in **Accounting, Finance, Information Technology, Human Resources, Marketing & Communication, Operations & Supply Management**, and **Business Strategy**, along with business skills (e.g., business casing, presentation skills, strategic, operational, and project planning).

CERTIFICATIONS

Change Management Practitioner Certification Prosci®, 2018

Project Management Professional (PMP), Project Management Institute (PMI), 2011 - 2026

Six Sigma Green Belt workshop – SSGB Designation, 2014

OTHER ACHIEVEMENTS

Author of "Unlock Your Superpowers as Project Executive", 2025 – Self-published on amazon: <https://www.amazon.ca/dp/B0DTGS6B3B>,

Canadian Medical & Biological Engineering Society Conference, presenter (*Barcoding for the Alaris Pumps* project), 2010

CANADIAN PATIENT SAFETY INSTITUTE (Now *Healthcare Excellence Canada*), OTTAWA, ON FEBRUARY 2011 – JULY 2012

As **Program Manager**, oversee the functional and technical aspects of the national *Effective Governance for Quality and Patient Safety* program and the *Patient Safety Education Program (PSEP)* Projects #25-27

- **Project/Project:** \$1 – 2 million
- **Featured Accomplishments:**
 - ❑ Leveraging project and change management methodologies, managed the redevelopment of two programs, including plan, budget, team, vendors, and content.
 - ❑ Contributed to the review and development of the Strategic Plan.
 - ❑ Fostered relationship with the Québec Ministère de la Santé et des Services sociaux (Ministry of Health and Social Services) and other health organizations looking to adopt the Governance Program.

PROVINCIAL HEALTH SERVICES AUTHORITY (PHSA), Vancouver, BC FEBRUARY 2008 – 2011

As internal **project management consultant**, lead complex, organization-wide transformation initiatives across provincial entities. Projects #16-24

- **Budget/Project:** \$1 – 10 million
- **Featured Accomplishments:**
 - ❑ Oversaw the deployment of a triple barcoding system for the Alaris infusion pumps at BC Children and BC Women's Hospital.
 - ❑ Enabled the executive's decision-making by providing recommendations surrounding a multi-million-dollar medical mobile unit donated by the 2010 Vancouver Olympic Games
 - ❑ Managed a seamless transition and reorganization of the Provincial Blood Coordinating Office from the B.C. Ministry of Health's jurisdiction to PHSA's
 - ❑ Improved the coordination of relocations and enhancing the user experience by completing an inter-departmental process review and proposing solutions.
- ❖ As a founding member of the *Strategic Planning and Transformation Support (SPTS) PMO* and internal consultant, enable agencies/ departments and corporate initiatives:
 - ❑ Facilitated and contributed to strategic visioning sessions, prioritization, gap identification and action planning
 - ❑ Applied change management practices to enable strategic initiatives and the development of Communication & Stakeholder Engagement plans to introduce new IT systems, business processes, and staff models
 - ❑ Built knowledge and organizational capacity based on best practices by:
 - Mentoring and coaching executive/business sponsors, project managers, and project teams
 - Delivering the Integrated Project Management workshop (combining PMI practices, PROSCI's Change Management Principles, and IHI's Model of Process Improvement)

PROFESSIONAL DEVELOPMENT

Indigenous Awareness & Cultural Sensitivity Training, Indigenous Corporate Training, 2024

Introduction to Project Portfolio Management Course, LinkedIn, 2021

Introduction to Program Management Course, LinkedIn, 2020

Introduction to Agile, 2019

ITIL Foundation Course, 2017

PRINCE2 Foundation & Practitioner Course, 2016

Introduction to Program Evaluation (Logic Model) Course, Public Health Agency of Canada, 2015

Public Health Core Competencies, Public Health Agency of Canada, 2015

PMI OVOC Symposium, multiple workshops – including 'From a Good Project Manager to a Great Leader' workshop, 2015

Function Point Analysis workshop, 2014

Introduction to Interoperability & Standards (FHIR/HL7), 2013

Digital Health Conference – as attendee and exhibitor, 2013

Failures Modes and Effects Analysis (FMEA) workshop, ISMP Canada, 2010

Advanced Negotiation workshop, Justice Institute of BC, 2010

Negotiation Workshop, Justice Institute of BC, 2009

Conflict Resolution Workshop, Justice Institute of BC, 2009

Communication Workshop, Provincial Health Services Authority, 2008

Integrated Project Management Workshop, Provincial Health Services Authority, 2008

MS Project Workshop, Sauder School of Business, 2004

Facilitation & Presentation Skills Workshop, Sauder School of Business, 2003

MS Word/Excel Online Training, IBM, 2002

Dealing with Change Workshop, Air Canada, 2001

Management Foundations Training, Air Canada, 2001

- ▣ Collaborated on various Lean initiatives to optimize the quality of patient care and experience.

NATIONAL AIDS PROGRAM (NAP), PARAMARIBO, SURINAME

SEPTEMBER 2006 – MARCH 2007

CIDA / Crossroads International mandate to complete the **evaluation** of local organizations under the Suriname Ministry of Health and global funders and to build capacity amongst NAP staff. [Projects #10-12](#)

JULIE BARRÉ CONSULTING, VANCOUVER, BC / OTTAWA, ON

MARCH 2005 – JANUARY 2013

Several mandates completed as **project manager, management consultant, and business analyst**. ([Projects #5-9](#); [13-15](#))

2007 JEUX DU CANADA GAMES HOST SOCIETY, WHITEHORSE, YK

JUNE – SEPTEMBER 2004

Paid MBA internship – hired as **office manager** to lead and enable various projects and set up activities for the Host Society in preparation for the 2007 Canada Winter Games ([Projects #3-4](#)).

AIR CANADA/ CANADIAN AIRLINES, VANCOUVER, BC

OCTOBER 1996 – MAY 2002

Initially hired as customer sales and service agent, quickly promoted from unionized to management ranks as **learning specialist and corporate trainer** for various call centre functions. ([Projects #1-2](#)).

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VOLUNTEER EXPERIENCE

(MOST RECENT)

[Wealthy Heart Foundation](#), Ottawa, ON.

May 2024 – Present

The Wealthy Heart Foundation is not-for-profit that seeks to provide assistance to women and children in need, so they can achieve their dreams and contribute to making the world a better place.

- Establish the Foundation – including business plan, incorporation, charity status application, website development.

[World Skills Employment Centre](#),

Ottawa, ON.

January 2024 – Present

World Skills is a non-profit employment centre dedicated exclusively to the employment needs of newcomers and to the needs of the local labour market.

- Provide feedback on candidate resumes
- Participate in practice interview panels

[Rockcliffe Child Care Centre](#), Ottawa, ON.

Apr 2014 – Dec 2015

Rockcliffe Child Care Centre Board of Directors / Finance Committee

- Reviewed/approved budget, financial statements, and large expenses/proposals
- Assumed signing authority role for payroll and payments to suppliers.

[Dr Peter AIDS Foundation](#), Vancouver, BC.

Mar – Nov 2007

Participate in organizing 'Passions', the most significant annual fundraising event for the Foundation and run the silent auction on the night of the event.

- Liaised with donors for the Auction, and recorded bids/payments by auction winners
- Coordinated staff and volunteers leading to, and on the night of the event.

DETAILED MANDATES

45 – Sr Project Executive / Organizational Consultant

Aug 2025 – Present

(Expected completion: Mid-December 2025)

Client: [Shared Services Canada \(SSC\)](#)

Project/Description: SSCs Digital Services Branch (DSB) is seeking to establish a Product Management framework across its divisions. This mandate aims to select and implement a cost-effective and agile Product Operating Model (POM) that is fitting to the Contact Centre & Digital Identity (CC&DI) division within DSB and to the larger Government of Canada context.

Responsibilities & Accomplishments:

- Performed an environmental scan of theoretical and applied Product Management frameworks and POMs, including models already in place at Health Canada and Innovation and Social Economic Development (ISED)
 - ❑ Reviewed and assessed each against desired outcomes
 - ❑ Identified best practices and injected into the model design
- Adapted and developed a scalable conceptual model, with components, core functions, and team complement suitable to current and future requirements – including:
 - ❑ identifying the roles and responsibilities required to support the various DI functions and work processes
 - ❑ studying and contextualizing the CIO Suite Digital Domains, Work Streams, and Roles
 - ❑ restructuring organizational charts, as well as detailed responsibilities and tasks for each role at different stages of the product lifecycle
- Presented and evolved the model with senior leadership team feedback
- [In progress] Develop the Business Case for the adoption of the model proposed and allocation of resources to implement the POM and appropriately staff the division over several stages of operationalization
- *Other responsibilities per SOW:*
 - ❑ Manages several Project Managers, each responsible for an individual IT project.
 - ❑ Oversees cross-project execution during the development and implementation by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost, and performance parameters.
 - ❑ Formulates statements of problems; establishes procedures for the development and implementation of significant, new, or modified project elements to solve these problems.
 - ❑ Defines and documents the objectives for the projects; determines budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team.
 - ❑ Reports progress of the project on an ongoing basis and at scheduled points in the life cycle.
 - ❑ Meets in conference with stakeholders and other project managers and states problems in a form capable of being solved.
 - ❑ Prepares plans, charts, tables, and diagrams to assist in analyzing or displaying problems; works with a variety of project management tools as set out by the department.
 - ❑ Meet with organizational executives to ensure all organizational (internal and external) stakeholders are committed and moving forward on project and organizational goals.
 - ❑ Resolves cross-project issues.
 - ❑ Prepares cross-project plans, charts, tables, and diagrams to assist in analyzing or displaying problems, work with a variety of project management tools.
 - ❑ Coach, mentor, work collaboratively and train the organization to perform any of the above.

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44 – Senior Consultant/ Facilitator

Feb 2024 – Apr 2025

Client: [PMC Training](#)

Project/Description: Build capacity by facilitating training sessions and providing ad hoc coaching to public/private sector clients across domains – e.g., coping with change, project management, risk management, systems thinking. Clients included Anishinaabeg of Naongashiing (Big Island) First Nation), Modern Sales, the Parole Board of Canada, and the Cree Board of Health and Social Services of James Bay.

Responsibilities & Accomplishments:

- Provide ad hoc coaching to enable Executive/Management teams to deliver on their Strategic and Operational Plans by leveraging project management methodology
- Deliver workshops and training sessions
- Evaluate existing workshops for potential improvement and tailoring to client context
- Develop content and workshop structure.

43 – Senior Consultant

Nov 2023 – Jan 2025

Client: [WeTrials](#) Inc.

Description: *Business Development* – WeTrials, an emerging digital health solutions provider, recently launched its AI-powered digital health platform to **simplify**, **educate**, and **support** patients and caregivers throughout their clinical trial journey, ultimately improving recruitment and retention. Business development efforts for government entities imply the drafting and submission of comprehensive proposals to meet complex requirements.

Projects Value: \$200K-10 million

Responsibilities & Accomplishments:

- Develop comprehensive proposals in response to provincial/national calls for (including grants and contract funding by the National Institutes for Health in the U.S.) for Clinical Trials platform.

42 – Sr Adviser / Consulting Director

Nov 2021 – Jan 2024

Client: Akinox Solutions

Reporting to: Chief Executive Officer

Description: *Business Development Strategy* – Akinox supports seamless transitions in care through its award-winning digital health workflow automation platform and solutions (e.g., Virtual Care Platform, eConsult, Primary Care Access Gateway Platform (GAP), Vaxi Code). Well established provincially in Québec, Akinox seeks to expand its market presence more broadly across Canada and beyond.

Projects Value: \$1-20 million

Responsibilities & Accomplishments:

- Enabled Akinox's digital health strategy and innovation by providing business advice, planning, and recommendations for an optimal positioning of its solutions within the Canadian healthcare market
 - Initiated and completed research on market trends, threats, and opportunities across primary care and public health
 - Performed research of the Canadian political, economic, social, technological, legal, and environmental (PESTLE) landscape and competitive analysis – including comparisons across vendors in comparable countries – and produced multiple situation analysis reports with recommendations for different technologies and purposes, including:
 - Evolving trends in technology and digital health – e.g., Artificial Intelligence (AI), automated triaging, digital identity (EU Digital Wallet), interoperability with EHR/EMRs, patient portals, remote patient monitoring, electronic consultations and referrals for in-person and virtual care;

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- Expansion of Akinox's Pandemic Response solution to meet larger public health needs around Communicable Disease and Infectious Disease management;
- Conception of a Provincial Patient Portal (aka Digital Front Door) considering the needs and experience of patients and their circle of care.
- Built collaborations and strategic partnerships with public and other private sector organizations.
- Spearheaded > 10 winning responses to federal/provincial/territorial calls for tenders proposing Akinox's vaccine verification applications *Vaxi Code* / *Vaxi Code Verif*, digital care workflow automation platform, and public health platform) and ensured business/technical/privacy/security requirements were met.
- Developed internal capacity by transferring knowledge on Canadian healthcare system and technological environment to the Business and Product Development teams.
- Developed business case and secured funding for the obtention of Security certifications and Privacy Impact Assessments (PIAs) across Canadian and American jurisdictions.
- Sponsored Agile project methodology transformation initiative.

41 – Project Portfolio Manager & Transformation Consultant

Nov 2021 – May 2023

Client: Medical Council of Canada (MCC)

Reporting to: Chief Assessment Officer; Director, Repository & Registration Centre

Description: *Improving Access to National Exams for Physicians* – Employment and Social Development (ESDC) and MCC-sponsored initiative seeking to reduce barriers for International Medical Graduates navigating the route to licensure in partnership with national and international stakeholders in medical assessment and practice.

Portfolio Value: \$7 million

Responsibilities & Accomplishments:

- Established a project portfolio management approach, including the governance and organizational structures for the portfolio/projects/programs, based on best practices
- Secured funding and provided oversight of six (6) distinct projects and five (5) sub-projects funded through a ESDC Contribution Agreement to support the Canadian healthcare system
- Developed a project charter and roadmap for the overall portfolio and guided project managers on their respective projects' charter
- Prepared resource allocation plans and full resourcing profile, including roles & responsibilities for projects and sustainment teams
- Oversaw resource utilization and EVM status for the project with monthly/quarterly/yearly financial reporting to the MCC and ESDC
- Guided the approach to redesign various programs, including a series of Educational Orientation Modules for international medical graduates to practice in Canada
- Developed and implemented project governance/management policies and procedures, project plans, status dashboard/report, and risk management plan
- Working within an Agile framework, supported the gathering of business requirements and ensured that iterations consistently aligned with requirements to meet user needs.
- Built capacity by guiding and coaching business owners (Directors, Senior Managers) on project management concepts and overall lifecycle, including:
 - ❑ Designing projects, developing resourcing profiles and budgets at the feasibility phase
 - ❑ Executing RFP and resourcing processes, and contractual arrangements with contractors
 - ❑ Managing funds and change requests

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- Oversaw a needs assessment, feasibility study, including market research of existing educational products to identify gaps and opportunities to enhance the MCC's offering, and delivered a situation analysis report with recommendations and strategic considerations of the political, economic, social, technological, and legal (PESTL) aspects
- Completed an extensive review, needs assessment, and business case for the Therapeutic Decision-Making Examination program, leading to a situation analysis report with recommendations to streamline existing information systems and tools (11 in total) and to put in place alternatives for an end-to-end integration based on market research of vendors and products that would meet MCC requirements
- Obtained reports from Project Managers/Leads on progress, constraints, and guided towards solutions and corresponding action plans to manage project deliverables (e.g., solution design, resource planning, kick-offs, project plan, budget, communications & stakeholders engagement plan, contract management, process mapping, gap analysis, information systems evaluation, risk management, UAT, RFP response evaluation, resource selection/hiring)
- Ensured the appropriate distribution of approved funds, and expenditures in line with the respective projects' allocated budget
- Managed scope through a formal evaluation, justification and request submission to the Executive Sponsor, Steering Committee, and ESDC
- Guided project managers / leads on drafting of justifications and revised budget amendments.
- Oversaw and contributed to the completion of project artifacts and activities, including the assignment of resources, overall budget, scheduling, lessons learned, and other activities required for success
- Provide quarterly status report presentation to the MCC Executive team.

40 – Project Director

May – Nov 2021

Client: Canadian Antimicrobial Innovation Coalition (CAIC) & Michael G. DeGroote Institute of Infectious Disease Research (IIDR), McMaster University

Reporting to: IIDR Executive Director

Project/Description: *Antibiotics Access & Capacity Initiative* – Development of an integrated model to reduce antimicrobial resistance and improve the health of Canadians by optimizing the use of novel antibiotics and alleviating market access barriers following the principles of accessibility, stewardship, and reasonable costs.

Project Value: \$60 million

Responsibilities & Accomplishments:

- Within a six-month period, conciliated various interest groups to deliver:
 - ❑ Environmental scan and **Pan-Canadian stakeholder consultations** with key players along the antibiotic supply chain,
 - ❑ **Integrated National Antibiotic Access Model and Incentive model**, and
 - ❑ Cumulative **situation analysis report and business case**, inclusive of strategic objectives, benefits, expected outcomes, plan and costs estimates for a provincial pilot, national deployment and maintenance for five (5) years.
- Performed a needs assessment with environmental scan, market research and SWOT analysis, and delivered a situation analysis report and business case with proposed approach and recommendations considering strategic political, economic, social, and technological factors
- Established the project with clear strategic objectives, deliverables and milestones
- Led the development and operationalization of Project Strategies, Project Charter, Project Plan/Schedule, Communication plan, and Stakeholders Engagement Plan

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- Guided Executive Director and other Directors/Managers on the optimal governance and organizational structure for the project and operating model, and on the execution and sequencing of project activities.
- Completed punctual status meetings and reports with the project's Steering Committee (Executive/Management team members from sponsoring organizations)
- Managed scope by referring back to the project charter and addressed required changes through a formal request and approval process involving the Executive Sponsor and Steering Committee
- Oversaw resource utilization and EVM status for the project with monthly/quarterly financial reporting to the IIDR and CAIC
- Engaged stakeholders across all functions of concerned organizations in the antibiotic supply chain (e.g., Federal government and distributors' C-suite, healthcare providers, data analysts) applying a tactful engagement approach and communications principles to:
 - ❑ garner valuable information to develop the proposal
 - ❑ manage and reconcile different expectations
 - ❑ discuss and solve problems
 - ❑ foster relationships for the current phase and beyond.
- Mapped the entire process and identified value-added activities and efficiencies to be realized
- Identified strengths, weaknesses, opportunities, and threats across stakeholder groups (e.g., academics, government, health authorities, hospitals, IT vendors, pharmaceutical industry)
- Provided insights and recommendations related to the establishment of a national 'Knowledge Lab' to ensure the stewardship of antibiotics by providing healthcare professionals (e.g., Infectious disease specialists, nurses, medication procurement specialists, pharmacists) guidance on procurement, prescribing, dispensing, and administering, as well as tracking of diagnostic steps taken via their EHRs
- Developed an integrated governance and operating model, including:
 - ❑ Cutting-edge research and technology and best practices to enable the stewardship of antibiotics through the innovative Knowledge Lab
 - ❑ Oversight by federal, provincial, and local health authorities
 - ❑ Linkages to Health Canada's Special Access Program (SAP), international resources, and hospital stewardship teams
 - ❑ Resource allocation plan, with sustainment model including organizational structure as well as resources' roles and responsibilities
 - ❑ Proposed information systems (based on in-depth market research) to support the decision-making process using the latest evidence/research/benchmarks surrounding antibiotics, the ordering of appropriate and accessible medication, as well as the analysis of discreet data and production of statistics related to the use and utilisation of antibiotics across hospitals – including quantities, costs, treatment success, and resistance rates.
- Developed an incentive model (comprising regulatory/policy and financial aspects) to support partnerships between government and pharmaceuticals and improve access to novel antibiotics
 - ❑ Identified potential policy changes and/or new policy requirements to support model
 - ❑ Mined antibiotics data to inject into the model
- Developed a plan and roadmap for a provincial pilot and national deployment, including a corresponding risk management plan, cost estimates for pilots, full deployment and sustainment (including continuous improvement) over a period of five (5) years
- Submitted report and proposal to Health Canada (HC) and the Public Health Agency of Canada (PHAC) with aim to secure funding: [Antibiotics Access and Capacity](#).

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39 – Project Executive

Dec 2020 – May 2021

Client: Public Services and Procurement Canada (PSPC)

Reporting to: Director, Digital Projects Oversight & Delivery (DPOD)

Description: *Destination S/4HANA (SAP Financial and ERP software)* – Preparation of the IT-enabled project deployment strategy and roadmap, and materials for the Gate 2 Treasury Board Secretariate (TBS) submission of the enterprise-wide modernization of SAP.

Project Value: \$100-200 million

Responsibilities & Accomplishments (Acting on behalf of DPOD Director):

- Reviewed and contributed input into the Governance and Project Management Office's Organizational structure, best practices and general documentation
- Advised Senior Management (e.g., Directors, DG) on a range of change management issues affecting the organization's ability to achieve the project objectives
- Guided the Executive and project team on the requirements for the TBS submission to be completed to secure funding (business case)
- Worked with the various departments on their respective needs, including data migration implications and end-to-end workflow processes re-engineering requirements
- Preliminarily assessed the organization's capacity and/or capability to undertake and successfully deliver on the initiative – e.g., Business Impact Assessment (BIA), including Project Complexity & Risk Assessment (PCRA) for the implementation (including transition to Cloud hosting).

38 – Project Director

Jun 2020 – Jun 2023

Client: Akinox Solutions

Reporting to: Chief Executive Officer

Description: Akinox supports seamless transitions in care through its award-winning digital health workflow automation platform. The eReferral solution developed was meant to improve transitions of care for patients requiring referrals from primary care providers to the neurosurgery department at UHN. After several agile iterations towards a MLP (Minimum Lovable Product), the project was closed as a result of the COVID-19 pandemic.

Projects Value: \$1-20 million

Responsibilities & Accomplishments:

- Liaised with Clients and guide project team on overall approach and execution (including change management, privacy and security aspects) for the transformation of the end-to-end UHN neurosurgery referral process through a cloud-hosted, eReferral & Patient portal digital solution that would integrate with EPIC EHR
- Guided team on project execution, including plan, project charter, solution design, roadmap, and proof of concept considering research pillars (e.g., access, patient education, user experience).
- Executed the master agreement
- Led the scrum team through requirements gathering, solution design, and early iterations of the platform (MLP)
- Managed scope per contract and project charter, and facilitated negotiations surrounding change requests between Executive Sponsor and Akinox team
- Established resource utilization and EVM reporting processes for the project with quarterly/yearly financial reporting to Akinox Finance and UHC teams.

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37 – Director, Professional Services & Solutions Delivery

Mar – Jun 2020

Client: Akinox Solutions

Reporting to: Chief Executive Officer

Description: Akinox enables seamless transitions in care through its award-winning digital health workflow automation platform and COVID-19 contact tracing/case management/vaccine credential applications. Well established provincially in Québec, and counting Newfoundland and Saskatchewan as clients, Akinox seeks to expand its market presence more broadly in the anglophone market.

Projects Value: \$1-20 million

Responsibilities & Accomplishments:

- Developed proposals in response to provincial/territorial tenders
- Advised on strategic plan/direction and key business decisions considering competitive technological and political landscape
- Developed an operating plan for all business areas, including a proposed organizational structure with roles & responsibilities definition for the organization
- Contributed to the development of policies to support the growth of the organization.
- Sponsored Agile Transformation initiative.

36 – Project Executive

Mar 2020 – Feb 2021

Clients: Elections Canada (EC); Maximus Canada (MMS - Call Centre provider)

Reporting to: Vice-President, Human Services (MMS); Director, Digital & Elector Information Services (EC)

Description: *Managed Contact Centre Services (MCCS) – Improvement Phase.* Overseeing joint EC/Maximus teams, ensure the viability and improvement of the cross-functional national contact centre operations established to respond to elections-related queries by Canadian constituents. Guide teams through improving and operationalizing several program components in response to pandemic and other situational factors.

Project Value: \$27 million

Responsibilities & Accomplishments

- Facilitated discussions and successfully negotiated mutual agreement between EC and MMS pertaining to **contract amendment and renewal of MCCS for a period of four (4) years**
- Developed strategies, proposals, mini project charter, roadmaps, and plans to support the organizations throughout the Improvement Phase and subsequently to ensure a strategic positioning for operational sustainment and smooth adaption to a rapidly changing landscape (Early Election readiness/preparation; Pandemic preparedness)
- Prepared resource allocation plans and full resourcing profile, including roles & responsibilities for the project and operational sustainment teams
- Oversaw resource utilization and EVM status for the project with monthly/quarterly/yearly financial reporting to Elections and Maximus
- Developed financial profiles inclusive of transition & sustainment costs in collaboration with Finance
- Advised and enabled EC & Maximus senior executive/management with decisions using proposals and presentations to define objectives, deliverables and budget requirements
- Managed scope by referring back to the contract and project charter and addressed required changes through a formal request and approval process involving the Executive Sponsor and Management Committees
- Maintained rapport/relationship between parties through the Relationship Management Framework (Chairing Executive Management / Management / Operations Committees and Working Groups)

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- Directed all aspects of the Improvement Phase – including program redesign efforts in the areas of Analytics & Reporting, IT, Operations, Quality (scorecard blueprint and calibration), and Training
- Using an iterative and incremental approach, led the teams towards and through a change in mindset and approach, resulting in the improved:
 - ❑ 'Citizen Journey' based on an analysis of users' contact centre experience (UX)
 - ❑ performance as a result of adjustment to KPIs and adaptation to business intelligence delivery, including QLIK system's real-time and historical analytics/reports
 - ❑ training program redesigned and stratified to integrate adult-learning principles and distinct elements for Supervisors, Agent, Schedulers, and Quality Assurance specialists
 - ❑ Elections Canada Tier 2+ Knowledge Base with clearer and comprehensive content
 - ❑ redesign and calibration of the Quality Scorecard and related updates to the Inquiries Quality Assurance Program (IQAP)
 - ❑ updates to security safeguards – in line with the federal Security Requirements Check List (SRCL) – following systems reconfiguration
 - ❑ Service Management and Contingency Plans, updated as required
 - ❑ alignment of Maximus' processes and procedures with EC's
 - ❑ adherence to EC requirements and quality levels based on revised benchmarks.

35 – Project Executive

Mar 2019 – Mar 2020

Clients: Elections Canada (EC); Maximus Canada (MMS - Call Centre provider)

Reporting to: Vice-President, Human Services (MMS); Director, Digital & Elector Information Services (EC)

Project/Description: *Managed Contact Centre Services (MCCS) – Implementation & Transition Phases.* Assume responsibility for the design, set up and operationalization of the highly visible, cross-functional, and cross-organizational implementation of a national performance-based contact centre staffed with **over 400 resources** to handle and support phone queries on behalf of EC during the 2019 General Elections and for the transition to a 'non-election' framework.

Project Value: \$14 million

Accomplishments (in reverse chronological order):

- Using a hybrid waterfall and agile approach, led a **project team of 50-70 to go live within 5 months of contract award**, driving the business model and delivering end-to-end solutions in Analytics & Reporting, Communications, Contact Centre configuration (Business & Technical), Contracts, Facilities & Construction, Finance, HR, IT Architecture/ Infrastructure/ Networking, Operations, Privacy, Quality Assurance, Security, and Training
- Established the strategic direction for all aspects of the national call centre operated by MMS on behalf of EC
- Performed an environmental scan and a SWOT Analysis
- Identified strategic considerations (e.g., estimated timing of next (early) election, financial implications for both organizations, compensation structure for MMS, political landscape related to official languages, resources available)
- Produced a situation analysis report, and subsequently a business case for an Improvement Phase to enable the co-development of a roadmap and integrated programs
- Obtained approval of the business case for execution of the Improvement Phase – **Secured \$1.1 million in funding**
- Completed a program evaluation (including Environment scan with PEST, and a SWOT) of the Centre's operation and performance, identified opportunities for improvements to apply for its ongoing operation (contingent to contract renewal), and submitted a situation analysis report

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- Oversaw the relationship management framework and managed risks/issues throughout the GE
- Performed thorough readiness assessment across areas and submitted report to EC/Maximus Executive for a 'Go-No Go'
- Established a comprehensive implementation and operation roadmaps to support transitions to an election-ready activation and to a transition out (in between elections)
- Developed financial profiles inclusive of transition & sustainment costs in collaboration with Finance
- Managed scope per contract specifications and project charter, and a formal change request involving review and approval by the Executive Sponsor and Management Committees
- Oversaw resource utilization and EVM status for the project with monthly/quarterly/yearly financial reporting to Elections and Maximus
- Held weekly reports meetings with Working Groups, Operations, and Management committees, monthly dashboards/in-person reports to Steering and Executive Committees, and quarterly meeting with Executive Committee
- Optimized the contact centre's operating model (considering various support roles & responsibilities, agents training and onboarding) – **Saved Maximus nearly \$500,000** in resourcing/training costs
- Prepared resource allocation plans and full resourcing profile, including roles & responsibilities for the project and sustainment teams
- Ensured all areas in scope configured/established applications & services according to EC requirements and expectations, including:
 - ❑ Rental, renovation, and upgrade of entire floor to Protected B level to accommodate 400 staff
 - ❑ Completion of Privacy Impact Assessment (PIA), and follow ups
 - ❑ Fulfillment of EC's Security Requirements Check List (~ 200 requirements) and RBAC / identity management aspects
 - ❑ Configuration and implementation of IT infrastructure/systems (> 10): Calabrio (Scheduling and Time tracking Cloud solution); Interactive Voice Response (IVR)/Automated Call Routing (ACD) and EC voice recordings; shared, secure VPN tunnel; Data centres/failovers; Learning Management System (LMS); CISCO's UCCE (Call centre solution), Finesse (Agent and supervisor dashboards), and JABBER (Instant messaging, voice/video calls, voice messaging, desktop sharing, conferencing solution); EC Connect (CRM & Knowledge Base); IDRS (Internal Document Review System); REVISE (Voters registration database); TelSTRAT (Calls recording for quality assurance); QLIK real-time and historical analytics/reports
 - ❑ Installation of furniture and complete workstations for 400 staff
 - ❑ Development and operationalization of a Service Management Plan (incl., incident management) and a Business Continuity Plan
 - ❑ Selection, language testing, security clearance, and onboarding of > 350 resources (incl., security card issuance, login credentials creation, training) through a seamless and effective onboarding process
 - ❑ Implementation of Inquiries Quality Assurance Program (IQAP)
 - ❑ Operationalization of daily performance management reports production and review against benchmarks
 - ❑ Implementation of time reporting and billing processes
 - ❑ Integration of applications, services lines, processes and procedures with existing Maximus and EC infrastructure, departments, and teams to deliver a 4-tier contact centre on shared platforms/services
 - ❑ Monitoring of continuous adherence to EC requirements and quality levels.
- **Established and oversaw the strategic and operational-level EC-Maximus project management office**, including governance structure, best practices, and roles & responsibilities
 - ❑ Oversaw, coached, and mentored several managers, each responsible for an element of the project and their assigned project team members
 - ❑ Provided regular Executive updates to Maximus Steering Committee.

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34 – Senior Adviser

Apr 2017 – Mar 2020

Client: Indigenous Services Canada, First Nations and Inuit Health Branch (FNIHB)

Reporting to: Regional Director, Primary Health Care and Population Health Programs

Project/Description: *First Nations Deployment of Panorama in Saskatchewan (FNDPS)*. Tri-partite digital transformation initiative to establish the Province of Saskatchewan instance of Panorama as the electronic system of choice for the capture of health data related to vaccine administration and communicable diseases management. This phase of the incremental and iterative deployment focused on the *Investigations and Outbreak Management* modules and the *Immunization Management* module (Cont'd).

Project Value: \$10 million

Responsibilities & Accomplishments

- Advised on a strategic agreement between provincial and national organizations for the adoption of the Panorama Public Health Information System by 83 First Nations in Saskatchewan, including Project Strategy, Funding allocation, Communications & Engagement Plan, Change Management, and Provincial Integration activities, navigating complex political environments involving stakeholders from the Federal and provincial ministries, and First Nations Tribal & Band Councils.
 - ❑ Team succeeded in confirming adoption and **completing deployment of Panorama by 90% of communities**
- Prepared resource allocation plans and full resourcing profile, including roles & responsibilities for projects and operational teams
- Oversaw resource utilization and EVM status for the project with monthly/quarterly/yearly financial reporting to FNIHB and Gevity
- Led Executive/Management teams through strategic visioning sessions for the next phase of the project
- Developed financial profiles inclusive of transition & sustainment costs for the operational teams – **Secured deployment funding for the project and communities, as well as sustainment funds for operational areas**
- Managed scope through established Change Requests Management process, and processed approved changes accordingly
- Developed and administered a comprehensive business impact and readiness assessment, including for the different communities
- Developed and executed implementation roadmap and stakeholder engagement plan
- Led the refresh and modifications to the existing Project Charter
- Oversaw the qualitative evaluation related to the use of Panorama among SK First Nations
- Guided on the Communications plan, Training plan, and related activities
 - ❑ Team reached **85% in migrations** from paper charts to Panorama during this time
- Signed off on the Information Governance documentation (e.g., Privacy/Security requirements, Privacy Impact Assessment (PIA), Provincial Legislation/Regulations reviews), Training Materials, Service Management Model/Standard Operating Procedures (including Identity Management and access privileges), Transition to operations and operating plans, and Benefits Evaluation for the Immunization (Phase 2 updates) and Investigations & Outbreak Management modules.

33 – Project Executive (2016-17)/ Integration Project Manager (2013-16)

Jan 2013 – Mar 2017

Client: Health Canada, First Nations and Inuit Health Branch (FNIHB)

Reporting to: Regional Director, Primary Health Care and Population Health Programs

Project/Description: *First Nations Deployment of Panorama in Saskatchewan (FNDPS)*.

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Tri-partite digital transformation initiative to establish Saskatchewan' instance of Panorama as the electronic system of choice for the capture of health data related to vaccine administration and management. Panorama is an integrated, electronic public health record system to replace various systems in Canadian and international jurisdictions. Initial phases of the incremental and iterative deployment focused on the consecutive implementations of the vaccine *Inventory Management* and *Immunization Management* modules.

Value: \$15 million

Responsibilities & Accomplishments

- Oversaw a strategic agreement between provincial and national organizations for the adoption of Panorama by 83 First Nations in Saskatchewan
- Advised and supported FNIHB's senior executive/management with stakeholder engagement approach and integration activities with the 83 First Nations governments (Tribal Councils), SK Ministry of Health, and eHealth SK
 - **Team succeeded in confirming adoption and completing deployment of Panorama by 75% of communities**
- Facilitated annual planning sessions and recurring meetings for the road mapping and development of the approach to manage political, financial, operational, and technological factors
- Held consultations with stakeholder groups to define needs and address concerns
- Delivered situation analysis reports, which led to the development and operationalization of information governance models/policies and business models considering each setting (e.g., North/Central/South Saskatchewan service delivery area; Community vs. Health Canada nurses)
- Led the development and operationalization of the overall Project Strategy, Project Charters, Project Schedule, Risk Management Plan, Communication & Engagement Plan with considerations for all stakeholders at the Ministries and the First Nations Tribal/ Band Councils, the Health Facilities and generally across the Communities
- Established the PMO based on best practices, with governance, organizational structure, and roles & responsibilities for project and client teams
- Established a Change Requests Management process, managed scope by referring back to the contract and project charter, and processed approved changes accordingly
- Led Executive/Management teams through strategic visioning sessions for the next phase of the project and provided context-based recommendations on implementation approach
- Developed and administered a comprehensive business impact and readiness assessment for the different communities
- Managed and mentored several Project Managers, each responsible for an element of the project and assigned project team members
- Prepared resource allocation plans and full resourcing profile, including roles & responsibilities for the project and operational teams
- Oversaw resource utilization and EVM status for the project with monthly/quarterly/yearly financial reporting to FNIHB and Gevity
- Developed financial profiles inclusive of transition & sustainment costs for the operational teams – **Secured deployment funding for the project and communities, as well as sustainment funds for operational areas**
- Developed blueprint, onboarding package, and sustainment model (including roles and responsibilities) for the different groups of communities, tailored to their respective information governance, business/clinical processes, and technological environments
- Successfully renewed Gevity's consulting team contract through procurement process based on cumulative achievements on FNDPS

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- Oversaw the development and execution of the Change Management and Training Plans, tailored to the different settings for First Nations communities in North, Central and South Saskatchewan – including:
 - ❑ Strategy/tools to gain commitment to adopt Panorama such as readiness assessment
 - ❑ Information and report meetings to address stakeholders' questions and concerns
 - ❑ Team reached 90% in migrations from SIMS and from paper charts to Panorama
- Directed project managers/leads, senior consultants, subcontractor, and FNIHB employees
- Ensured the completion of the team's deliverables to meet specifications and clients' expectations
- Contributed to and guided the team on the development of the Information Governance documentation (e.g., Privacy/Security requirements, Privacy Impact Assessment (PIA), Legislation/Regulations reviews), Training Materials, Service Management Model/Standard Operating Procedures, Transition to operations and operating/sustainment plans, and Benefits Evaluation for the Inventory and Immunization modules.

32 – Sr Project Manager

Mar 2017 – Mar 2019

Client: Government of Northwest Territories (NT), Ministry of Health and Social Services

Reporting to: Assistant Deputy Minister (Child & Family Services) / Chief Information Officer

Project/Description: *Matrix NT Deployment Project.* The objective of this digital transformation project was to develop and implement the Matrix NT application in a manner that Child Protection Workers (CPWs) and Adoption Workers' practices would be supported, and services to families within NT would be accurately documented, catalogued, and managed within that system.

Project Value: \$5 million

Responsibilities & Accomplishments

- Brought project back on track mid-flight and successfully managed to deliver initial releases within 4 months of taking over (Release 1 in October and 2 in December 2017); as a result of success, asked to return to oversee Release 3 (completed in March 2019)
- Advised senior management/executive on best approach to recover project delays, manage scope, and deliver quality deliverables to successfully go live
- Secured funding for the remainder of the project, the training effort, and sustainment plan
- Managed several Project Managers, including the vendor team, and teams from key GNWT departments and interest groups outside of the NT
- Developed and administered a comprehensive readiness assessment for the different communities
- Contributed to/ensured delivery of Communications, Stakeholder Engagement, Change Management activities, Privacy Impact Assessment (PIA), Vulnerability Assessment (VA), Cybersecurity remediation plan, Roles-Based Access Control (RBAC) profile development, Integration Plan, Training strategy/approach proposal for CPWs across the province, including training package and workshop development, Benefits evaluation, Standard Operating Procedures, Readiness checklist, deployment / go live support plan, Transition to operations, etc.

31 – Senior Business Consultant

Dec 2016 – Jan 2017

Client: Kingdom of Tonga. Ministry of Health and Social Services.

Project/Description: *Digitization of Public Health Data Using DHIS 2.* Evaluating the potential use of DHIS 2 within the public health program and assessing the feasibility of a moving forward with a digital transformation and consolidation of multiple information sources in paper or outdated electronic formats.

Responsibilities & Accomplishments

- Developed Stakeholder Engagement Plan to conduct environmental scan & program evaluation
- Crafted Evaluation Framework and Plan for the assessment of the pilot project using Logic Model.

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30 – Senior Facilitator (Bilingual)

Dec 2014 – Feb 2015

Client: French Language Services, Ontario Association of Children's Aid Societies (OACAS).

Project/Description: *Shared Services Project.* Working together with the Shared Services executive, management, and project teams, prepare and deliver a session to introduce the Shared Services project and discuss considerations surrounding the services that may potentially be shared for the benefit of the French Language Services clients and personnel across the OACAS.

Responsibilities & Accomplishments

- Reviewed and developed bilingual materials in preparation for the consultation session
- Engaged with representatives from 24 bilingual agencies through a facilitated consultation session seeking feedback on model options presented
- Prepared brief report in English and French, summarizing the output from the consultations.

29 – Senior Business Consultant

Jan 2013 – Sep 2015

Client: *Pan-Canadian Panorama Support.* Panorama Coordination Office (PCO).

Project/Description: Management activities related to the digital transformation brought by the adoption of the Public Health Information System *Panorama* across Canadian and International jurisdictions.

Responsibilities & Accomplishments

- Met the PCO's high standards through the curation and translation of key materials – including business, contractual, procedural, and technical documentation – for stakeholders across Canada
- Contributed to the design of the joint IBM/ Panorama Licensee Group release management, enhancement, and change request processes.

28 – Senior Consultant/ Facilitator (Independent Contractor)

Sep 2012 – Dec 2012

Client: Performance Management Consultants.

Project/Description: *Foundations of Project Management Workshop.* Design and facilitate a two-day workshop, and provide ad hoc coaching to participants following the sessions.

Responsibilities & Accomplishments

- Presented a case for the development of a workshop tailored to clients' needs
- Designed a hands-on workshop covering the foundational elements of the project lifecycle to provide practical knowledge of project/change management concepts applicable to a First Nations setting
- Delivered three workshops and follow-up coaching/support to Tribal Council members.

27 – Senior Project Manager

Mar – May 2011

Client: Canadian Patient Safety Institute (CPSI)

Reporting to: Chief Operating Officer

Project/Description: *CPSI Strategic Planning.* In collaboration with Management team, contribute to the refresh of the CPSI strategic plan for fiscals 2011-12 and 2012-13.

Responsibilities & Accomplishments

- Supported the environmental scan and market research efforts
- Revisited the Vision and Mission, and presented re-wording recommendations
- In alignment with revised Vision and Mission, contributed to modifying and re-affirming the different organizational pillars that would edify CPSI for the next two years
- Developed strategic objectives for each of the pillars
- Prioritize new and existing projects based on fit to meet larger organizational objectives
- Identify organizational policies that need to be in place to support plan.

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26 – Senior Project Manager

Feb – Jul 2011

Client: Canadian Patient Safety Institute (CPSI)

Reporting to: Chief Operating Officer

Project/Description: *Effective Governance for Patient Safety & Quality*. Enable safer patient care by providing governing boards and senior leaders of Canadian healthcare organizations with a business model for effective governance.

Responsibilities & Accomplishments

- Established the fiscal year plan, budget, operating model, marketing strategy, and secured funding for an extended program offering
- Facilitated partnership discussions with the Québec Ministry of Health and Social Services and other health organizations for the establishment of a French Governance Program for Québec
- Planned for and coordinated the delivery of the workshop in Winnipeg and around Ontario
- Negotiated and managed contract for a series of videos on Governance for the CPSI website
- Provided oversight and insights into the program content.

25 – Senior Project Manager

Feb – Jul 2011

Client: Canadian Patient Safety Institute (CPSI)

Reporting to: Chief Operating Officer

Project/Description: *Patient Safety Education Program (PSEP)*. Enable safer patient care by equipping Canadian health care professionals with an inter-professional team approach to improving patient safety education and aligning with quality improvement initiatives in their organization.

Responsibilities & Accomplishments

- Established the Memorandum of Understanding (MOU) between CPSI and the Royal College of Physicians and Surgeons of Canada for the customization and delivery of the program
- Established the fiscal year plan, budget, operating model, marketing strategy, and secured funding for an extended program offering
- Oversaw the revision of the program content in collaboration with partner Northwestern University
 - Co-authored content on four (4) of the 15 modules
- Engaged with stakeholders from the Québec Ministry of Health and Social Services to introduce PSEP in health centres
- Established and managed contracts for several vendors and suppliers
- Oversaw the development of a series of Teaching & Learning Moments video clips for the website.

24 – Project Portfolio Manager

Jul 2010 – Feb 2011

Client: BC Children's Hospital

Reporting to: BC Children's Hospital president

Project/Description: *BC Children's Hospital Strategic Action Plan*. Gain the executive/staff's commitment to the *BCCH Strategic Plan* through a cohesive *Taking Action Plan*.

Responsibilities & Accomplishments

- Advised the Executive on the approach to operationalize the Hospital's strategic plan across sites and multiple levels of the organization
- Conceived/operationalized the *Taking Action* package (including a Change Management Strategy tailored to the clinical context)
- Led the executive team through a re-alignment and prioritization process of the hospital's projects and initiatives

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- Developed and implemented a performance management framework and tracking system for the hospital's key indicators
- Performed a needs assessment to determine the most optimal solution to collect data for KPIs
- Secured funding to deploy and sustain the business model, inclusive of a program manager, data collection system and processes.

23 – Senior Project Manager

May 2009 – Jul 2010

Client: BC Children's Hospital & BC Women's Hospital

Reporting to: V-P, Inter-Hospital Services

Project/Description: *Safe IV Medication Administration through Barcoding for the Alaris Pumps*. Digital transformation initiative to improve the safety of IV medication administration by implementing a revolutionary barcoding system for clinician IDs, patient IDs, infusion drug labels, and *Auto-ID* module across three (3) hospital sites.

Responsibilities & Accomplishments

- Rescued a two-year old project from certain failure – reduced expected completion delay and delivered on all objectives
- Brought together a multi-disciplinary team from the bio-medical engineering, clinical, IT, patient admission/care, pharmacy and security departments, and vendors (e.g., Cardinal Health, Cerner) to deliver on their respective/joint components of the barcoding system
- Liaised with Patient Advocacy group to integrate patient experience into process and decisions
- Headed change management and business/technical aspects of the project, including process redesign, hospital-wide consultation activities, and the deployment & testing of the barcoding printers
- Headed consultations with staff and procurement effort vendors for the selection of patient IDs and staff IDs compatible with the barcoding solution
- Established Failure Mode and Effects Analysis (FMEA) framework and principles to prevent system failure upon implementation
- Supported the Training Lead with a plan and delivery of sessions
- Prepared a deployment/readiness checklist/go live/go live support and transition to operations plan
- Developed and disseminated an extensive Sustainment plan.
- Developed and executed on the project charter, workplan, and communications & engagement plan
- Prepared resource allocation plans and full resourcing profile, including roles & responsibilities for the project and sustainment teams, and secured funding to support the project and the operating model
- Oversaw resource utilization and EVM status for the project with monthly/quarterly/yearly financial reporting to Executive Sponsor and PHSA Finance

22 – Change & Project Management Adviser

Apr – Sep 2009

Client: BC Children's Hospital

Reporting to: Vice-President, Patient Care Services; Vice-President, Professional practice, research, learning & development, and Chief Nursing Officer

Project/Description: *Transforming Care in the Pediatric Intensive Care Unit (PICU)*. Applying Lean methodology, optimize the quality of direct patient care through a sustainable *Model of Care*.

Responsibilities & Accomplishments

- Advised the VP, medical director, program manager, and clinical leads on the optimal approach to introduce and implement the desired changes
- Contributed to the design of an evidence-based, best practice approach to transforming care in PICU

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- Developed a roadmap to the revised model of care and a nurse-patient matching procedure considering of patient needs and expectations.
- Developed a project charter and execution plan
- Managed scope by referring back to the project charter and addressed required changes through the Executive Sponsor and Project Board
- Oversaw and provided guidance for a seamless introduction and implementation of the changes.

21 – Business Consultant

Oct 2008 – Mar 2009

Client: PHSA Corporate & Clinical Services

Reporting to: Vice-President, Corporate & Clinical Services

Project/Description: *Medical Mobile Unit – Feasibility Analysis*. In collaboration with the B.C. Ministry of Health, enable decision-making surrounding a multi-million-dollar legacy asset from the 2010 Vancouver Olympic Games.

Responsibilities & Accomplishments

- Prepared a business case, inclusive of strategic objectives, benefits, and expected outcomes, and briefing note summarizing preferable options and final recommendation for review and decision-making by the PHSA board of directors
- Completed a cost-benefit analysis for each feasible option
- Completed an environmental scan and researched options for post-game uses of the medical mobile unit purchased for the Olympic Games.

20 – Sr Project Manager & Change Adviser

Apr 2008 – Jun 2009

Client: Provincial Blood Coordinating Office (PBCO)

Reporting to: V-P, Corporate & Clinical Services

Project/Description: *Provincial Blood Coordinating Office (PBCO) Integration*. Ensure a seamless transition and reorganization of the PBCO from the B.C. Ministry of Health's jurisdiction to PHSA's.

Responsibilities & Accomplishments

- Guided and supported the Executive Director through the transition and integration into the network and new offices
- Performed a needs and business impact assessment to determine what would be required to integrate and support the move for the 30+ staff to PHSA
- Developed a transition plan and operational framework for the PBCO to fully integrate the PBCO into its new environment
- Engaged with staff to prepare them for the changes and transition
- Facilitated the development of a Memorandum of Understanding (MOU) between the Ministry of Health, PHSA, and the PBCO
- Contributed to the Strategic Planning effort for the PBCO through joint stakeholders' sessions, including environmental scan with PESTLE exercise and SWOT analysis
- Participated to and contributed to the development of the PBCO's Emergency Preparedness Plan through working groups headed locally by PHSA and nationally by the Canadian Blood Bank
- Provided oversight and guidance to facilitate the integration of the 30 PBCO staff into PHSA from a change management and project management perspective, with support from the IT, Facilities & Planning, Finance, and Human Resources departments involved with the transition and physical move.

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19 – Business Consultant

Apr 2008 – Mar 2009

Client: PHSA Corporate & Clinical Services

Reporting to: V-P, Corporate & Clinical Services

Project/Description: *Relocation Process Enhancement.* Improve the coordination of relocations, facilitate the integration of new groups into PHSA, and enhance the user experience through support mechanisms.

Responsibilities & Accomplishments

- Completed a feasibility (cost-benefit) analysis of well-researched relocation services option and produced a report with long-term recommendations for the PHSA Board
- Working with the Facilities & Planning, Finance, Housekeeping & Maintenance, and IM/IT departments, mapped current and future state processes / procedures for all types of moves at PHSA
- Performed a gap analysis based on interviews and 'client' surveys, and delivered a complete package of enhanced processes, procedures, and tools for all types of relocation projects
- Developed a project charter, workplan and stakeholder engagement plan
- Managed scope by referring back to the project charter and addressed required changes through the Executive Sponsor and Steering Committee
- Prepared resource allocation plans and full resourcing profile, including roles & responsibilities for the project and operational teams
- Oversaw resource utilization and EVM status for the project with monthly/quarterly/yearly financial reporting to Executive Sponsor and PHSA Finance.

18 – Project Management Adviser

Apr – Dec 2008

Client: BC Centre for Disease Control (BCCDC)

Reporting to: Chief Operating Officer

Project/Description: *BC Centre for Disease Control Web Redesign.* Implement the first phase of BCCDC's Online Strategy, which involved building and launching the new bccdc.org website.

Responsibilities & Accomplishments

- Headed the development of the Project Charter/Plans for the operationalization of the Strategy
- Provided guidance to the sponsor on approach to execute the work
- Mentored and coach the Web Manager on project management methodology.

17 – Sr Project Manager

Feb 2008 - May 2009

Client: PHSA Corporate

Reporting to: Chief Information Officer; Chief Human Resources Officer

Project/Description: *Get Connected.* Develop a mechanism for all employees to access the network through the provision of a unique network login ID and establish the infrastructure to support identity management and access.

Responsibilities & Accomplishments

- Developed recommendations for the project's Steering Committee following needs and business impact assessments conducted across stakeholder groups, leveraging interviews, employee surveys and data collection/analysis
- Prepared resource allocation plans and full resourcing profile, including roles & responsibilities for the project and sustainment teams
- Completed current state and future state mappings of the entire employee onboarding/ termination/ transfer process together with the HR & IM/IT teams

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- Contributed to requirements gathering, solution design, and testing of solution, and development package of revised/new policy and procedures
- Developed a project charter, workplan and stakeholder engagement plan
- Managed scope by referring back to the project charter and addressed required changes through a formal request and approval process involving the Executive Sponsor and Steering Committee.

16 – Facilitator, Change & Project Management

Feb 2008 - May 2010

Client: PHSA Corporate

Reporting to: Director, Strategic Planning & Transformation Support

Project/Description: *Integrated Project Management Workshop*. Increase organizational knowledge and capacity by designing and delivering the Integrated Project Management workshop.

Responsibilities & Accomplishments

- Developed the curriculum and content for a three-day workshop applying best practices in adult learning to instill learners with the foundational elements of Project Management, Change Management, and Process Improvement
- Planned and delivered sessions and coaching to management levels across the Health Authority
- Developed and published Project Management Templates for use across the Health Authority.

15 – Business Consultant

Jun – Jul 2007

Client: Dr Peter Centre / AIDS Foundation

Reporting to: Director of Operations

Project/Description: *Support Functions Needs Assessment*. Establish and re-define the Centre's staffing needs in support functions.

Responsibilities & Accomplishments

- Performed an assessment of the Centre's support functions in Administration, HR, and Finance
- Completed a basic cost-benefit analysis, which included recommendations and alternatives for the adequate selection and (re)allocation of support resources.
- Prepared resource allocation plan and full resourcing profile, including roles & responsibilities for resources involved.

14 – Business & Change Management Consultant

May 2007 – Jan 2008

Client: Dr Peter Centre / AIDS Foundation

Reporting to: Director of Operations

Project/Description: *Quality Performance Framework*. Implement a Board initiative to optimize the Centre's resources and services utilization by developing, piloting, and operationalizing a performance management framework ('Quality Performance Framework').

Responsibilities & Accomplishments

- Applying best practices, established key performance indicators (KPIs), and developed performance measurements, along with process and procedures, to collect and analyze the data on a recurring basis
- Managed change and obtained commitment to this initiative from by involving the (initially resistant) clinical team in the iterations, pilot, and refinement of the framework
- Led the clinical team through the piloting and operationalization of the framework, supported by an end-to-end data collection process and tools to track client encounters
- Analyzed initial datasets to test the framework, and gained staff buy-in upon presentation of results.

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13 – Project Manager & Business Analyst

Mar – Sep 2007

Client: Dr Peter Centre / AIDS Foundation

Reporting to: Director of Operations

Project/Description: *Improving Communication through the Enhancement of IMS Tools.* Enhance and streamline the use of electronic communications systems and tools – including MS Outlook, shared-drives – as well as craft policies and procedures for the usage, filing, and archiving of electronic communications.

Responsibilities & Accomplishments

- Oversaw the work of the IT vendor, and collaborated to optimize and streamline electronic communications and tools – including MS Outlook, shared-drives (folders layout/permissions), upgrade the Terminal Server, and allocate user permissions – through consultations and piloting
- Developed and operationalized a policy and supporting procedures for all electronic communications, as well as for the filing, backing up and archiving of electronic files
- Developed Training Plan/ materials and coordinated/ held sessions for all employees of the Centre.

12 – Project Management Adviser

Oct 2006 – Feb 2007

Client: Suriname National AIDS Program (NAP)

Reporting to: NAP Executive Director

Project/Description: *Mentorship of the Psychosocial Team.* Provide the Psychosocial Care portfolio manager/team the knowledge and tools to apply a systematic and organized approach to project execution.

Responsibilities & Accomplishments

- Mentored the Psychosocial Care portfolio manager and team on the adoption of a project management methodology to support the execution of Global Funds and UNAIDS sponsored projects.

11 – Project & Change Management Adviser

Nov 2006 – Jan 2007

Client: Suriname National AIDS Program (NAP)

Reporting to: NAP Executive Director

Project/Description: *Building Capacity within the NAP team.* Develop and deliver a project management workshop focusing on the use of templates for planning and budgeting projects lead by the NAP team.

Responsibilities & Accomplishments

- Developed and delivered workshop on the effective use of planning and financial/budgeting tools.

10 – Organizational Development Adviser

Sep 2006 – Mar 2007

Client: Suriname National AIDS Program (NAP)

Reporting to: NAP Executive Director

Project/Description: *An HIV/AIDS Network for Suriname.* Reporting to the NAP's management team, perform program evaluations and seek solutions to enhance the quality, range and appropriateness of the services provided by AIDS Services Organizations (ASOs) through the development of a Psychosocial Care & Support System for PLHIV.

Responsibilities & Accomplishments

- Conducted an environmental scan and researched best practices related to intervention, as well as to funding allocation, in the HIV/AIDS field internationally

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- Performed a comprehensive evaluation/gap-fit analysis of the ASOs' programs and service delivery
- Presented final report with recommendations to NAP executive and sponsor UNAIDS.

9 – Administrative Director

Jan 2006 – Jun 2006

Client: UBC Centre for Health Care Management (CHCM)

Reporting to: Executive Director

Project/Description: *CHCM Strategic Planning.* Develop a Strategic Plan to establish a world-class centre for health care management research, education, and knowledge translation.

Responsibilities & Accomplishments

- Conducted research and consultations, including environmental scan with PESTLE and SWOT analysis, to define positioning based on market demand, allies, competitors, and other strategic considerations
- Conceptualized and presented the Centre's Strategic Plan to the Executive & Management Committees.

8 – Project Manager

Nov 2005 – Jan 2006

Client: UBC Centre for Health Care Management (CHCM)

Reporting to: Executive Director

Project/Description: *CHCM Launch.* Establish a world-class centre for health care management research, education, and knowledge translation by drawing existing and potential partners to the launch and thus generate interest for the Centre's initiatives.

Responsibilities & Accomplishments

- Planned and oversaw the successful launch of the Centre for 140 people from public/private sectors nationally within a two-month timeframe
- Managed the project team and vendors delivering all activities towards the launch, including budget, invitations, speakers, presentations, venue, and showcases.

7 – Project Manager

Sep 2005 – Jun 2006

Client: UBC Centre for Health Care Management (CHCM)

Reporting to: Executive Director

Project/Description: *CHCM Set up & Organizational Design.* Establish a world-class centre for health care management research, education, and knowledge translation by drawing from the partners' health operations management expertise and formulating innovative approaches and solutions to current health care management issues.

Responsibilities & Accomplishments

- Developed plan to establish the Centre strategically and operationally
- Developed partnerships with UBC Faculties, BC Health Authorities and Ministry of Health
- Established operational areas (e.g., Finance, Human Resources, Information Management, Communication & Marketing) and oversaw all administrative functions – including staff and contractors
- Developed two funding proposals for submissions to UBC and NSERC
- Initiated and reviewed vendor submissions for a CRM database.

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6 – Project Manager

Mar – Sep 2005

Client: Vancouver Coastal Health

Reporting to: Director of Physician Compensations

Project/Description: *Encounter Reporting*, Clinical Services Contracts. Develop and recommend solutions for clinics/physicians in a Clinical Services Contract agreement to adhere to reporting requirements and prevent the loss of millions in funding allocated to VCH by the BC Ministry of Health.

Responsibilities & Accomplishments

- Held stakeholder consultations and process mapping sessions to investigate barriers
- Developed mitigation strategies and in-depth report with recommendations for short and long-term solutions to the Ministry of Health and VCH
- Applied short-term measures to mitigate and solve issues and satisfy the contract requirements.

5 – Project Manager

Mar – Sep 2005

Client: Vancouver Coastal Health

Reporting to: Director of Physician Compensations

Project/Description: *MOCAP Web Application & Database*. In line with the BC Ministry of Health reporting requirements for the Medical On-Call Availability Program, develop and implement a reporting system for On-call hours across the Lower Mainland.

Responsibilities & Accomplishments

- Headed the implementation of the MOCAP web interface and database for physicians, engaging with IM/IT teams and external vendor, multiple clinical and administrative stakeholder groups
- Provided advice to Senior Executive Management on approach to collect and migrate data, to engage with and train physicians across the region, and to successfully go live.

4 – Office Manager & Responsible for Special Projects

Jun – Sep 2003

Client: 2007 Canada Winter Games (CWG) Host Society

Reporting to: Director of Physician Compensations

Project/Description: *Human Resource and Labour Management Plan*. Develop and execute an Onboarding Strategy comprehensive of a creative recruitment approach for general and specialized staff to support a broad range of activities and of an effective allocation of space at the Host Society facility.

Responsibilities & Accomplishments

- Co-led the RFP and review process for the selection of an HR consulting firm, including reviewing the proposals, selecting the winning bid, and managed the statement of work for the selected firm.

3 – Office Manager & Responsible for Special Projects

Jun – Sep 2003

Client: 2007 Canada Winter Games (CWG) Host Society

Reporting to: General Manager

Project/Description: *Office Planning and Set Up*. Set up some infrastructure and administrative functions for the operation of the 2007 Canada Winter Games (CWG) office.

Responsibilities & Accomplishments

- Established administrative, financials, procurement, staffing, and technological functions
- Designed a phased-in staff Onboarding & Space Allocation Plan for 65 staff
- Prepared a cost-benefit analysis for IT Procurement options, oversaw selection of contractors and equipment, and installation of network migration and set up of the shared-drives and email system.

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2 – Project Lead / Trainer / Learning Specialist (Management)

Feb 2000 – May 2002

Client: Air Canada

Reporting to: Director of Employee Development

Project/Description: *Aeroplan Call Centre*. Aeroplan Call Centre Conversion. Establish one outstanding Aeroplan call centre by merging the two local Canadian Airlines & Air Canada call centres and leading the set-up of the Ticketing and Credits departments.

1 – Multilingual Customer Sales & Service Agent, Call Centre

Oct 1996 – Feb 2000

Client: Canadian Airlines

Projects: *Executive Platinum Desk / Canadian Plus Department / General Sales Department.*

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