

## Update

Ministry

**Describe: Basic Job Details****Position**

Position ID

Position Name (30 characters)

Current Class

Job Focus

Supervisory Level

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

**Employee**

Employee Name (or Vacant)

**Organizational Structure**

Division, Branch/Unit

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

**Design: Identify Job Duties and Value****Changes Since Last Reviewed**

Date yyyy-mm-dd

**Job Purpose and Organizational Context**

Why the job exists:

includes managing the development and delivery of several high-profile provincial initiatives that serve multiple stakeholders and clients.

The position ensures that the health system's business needs for electronic health records and digital health are being met through effective use of management systems and technology, in collaboration with health system stakeholders, resulting in clear satisfaction with the services. The Director, EHR Delivery Services is responsible for the provision of complex, integrated solutions. Most, if not all, projects are resourced externally and at any one time there can be a high volume of projects underway, staffed by multiple vendor service providers.

The incumbent directs several major business domains within the EHR portfolio, comprised of project teams and delivery vendors. These include:

- Deployment of the Electronic Health Record and Digital Health Solutions
- Electronic Medical Record Integration
- Community Information Integration Initiative and Central Patient Attachment
- Alberta Netcare Portal

The incumbent is responsible for supporting the prioritization process for digital health projects for the health system to align funding and project delivery.

The incumbent is an Alberta Health senior management representative on provincial steering committees with responsibility to support the provincial IM/IT governance structure and cross-government IM/IT initiatives. A significant degree of stakeholder consultation and collaboration is required by this position in order to ensure that Alberta is delivering EHR solutions that meet the needs of diverse health system stakeholders and that Alberta is seen as a leader in EHR development and implementation.

Alberta is a recognized leader in digital health, not only in Canada but around the world. The Director of EHR Delivery Services plays a critical role in maintaining this standing in the healthcare community.

## Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

### 1. Accountability:

Direct the delivery of complex Information Technology solutions that implement Alberta's EHR program, digital health and meet various initiative's business objectives.

#### End Result:

The operational effectiveness and capability of clinical care delivery in the province is improved and the Alberta EHR is recognized as a substantial contributor to this improvement.

#### Activities:

- Communicate all operational plan requirements to team members, including their roles in implementation.
- Develop and manage budgets for each domain to allocate several million dollars in program funding.
- Negotiate allocations of funds between priorities.
- Monitor domain activity and resolve issues arising within and between priorities.
- Ensure that projects across all domains are structured to meet multiple needs where possible.
- Ensure that all projects adhere to reporting and project management standards and requirements.
- Negotiate with consultants and vendors to receive best practices and prices.
- Resolve major issues with vendors and contractors.
- Monitor the deliverables from consultants and vendors to ensure that quality product is received.

### 2. Accountability:

Support the development of product road maps and the 3 Year Provincial IM/IT Strategic Plan and associated project plans in support of the prioritization process for digital health projects for the health system to align funding and project delivery.

**End Result:**

Aligned IM/IT Strategic Plans and associated project plans.

**Activities:**

- Provide input into the 3 year Provincial IM/IT Strategic Plan and vision for the EHR and digital health from knowledge of business priorities and issues.
- Provide consultation to the health system stakeholders on other stakeholder initiatives and needs, Government of Alberta initiatives and strategies, and any other provincial, federal initiatives that are applicable to the EHR or digital health.
- Provide consultation to the health system stakeholders on industry best practices and standards as well as new innovation and emerging technologies for the EHR domains.
- Provide consultation to the business and seek input from other IT service areas to prioritize and align the EHR IM/IT requirements in the most tactically effective manner by fiscal year.
- Communicate about the IM/IT Strategy and digital health in relation to the EHR .
- Monitor and regularly update the status of actual EHR activities completed against the IM/IT Tactical Plan.
- Maintain awareness of current and planned GOA initiatives and strategies, processes and practices; other provincial, federal initiatives and practices; as well as other jurisdictions that may be comparable or applicable to the provincial EHR.
- Keep up to date on industry best practices and standards as well as new innovation and emerging technologies.

**3. Accountability:**

Manage and provide leadership to the Unit and vendor resources to achieve project objectives.

**End Result:**

The Unit and vendor teams are providing value-added service through the delivery of IM/IT and services in a timely, consistent, and high quality manner.

**Activities:**

- Provide regular constructive feedback on the performance and activities of the Managers.
- Conduct regular team review sessions to collectively address sensitive and/or complex issues.
- Promote and monitor the use of standard, proven approaches and techniques in the performance of staff.
- Regular checkpoints with stakeholder management to determine effectiveness of Staff to identify areas of strength or deficiencies that need to be addressed.
- Facilitate team building, recruitment, coaching, performance management and professional development opportunities for staff supporting the program.

**4. Accountability:**

Develop and maintain respectful and cooperative/collaborative relationships with the management teams for health system stakeholders; Alberta Health Services; other HIS branches, particularly Information Management and Information Technology Operations; and primary IT suppliers. These relationships are key to forging teams that are needed to deliver IM/IT solutions that satisfy the business needs of the provincial health system.

**End Results:**

Open and productive relationships with the health system, Health Information Systems (HIS) and primary suppliers.

**Activities:**

- Establish regular checkpoint review sessions with management from each of the primary stakeholders to review priorities, concerns, satisfaction levels, and actions as needed.
- Understand the services and value provided from each of the HIS business units and regularly meets with

management of these units to verify and refine the effectiveness of the relationship with the EHR Delivery Management Team.

- Establish regular review sessions with primary IT suppliers to create an open dialogue for discussing issues, expectations, needs, and opportunities for improvements.

#### 5. Accountabilities:

Provide strategic leadership for the development and deployment of EHR systems.

#### End Results:

The EHR domain evolves and is deployed in a cohesive and collaborative manner and addresses the needs of diverse user groups.

#### Activities:

- Ensure coordination between stakeholders toward the development and deployment of EHR systems and the integration of the various health applications in the province.
- Establish quarterly deployment targets for the update and usage of EHR systems.
- Lead the effective management of risks and issues for the domains that fall within the EHR portfolio.
- Communicate EHR goals and business objectives to stakeholders as it relates to their position in the initiative.
- Routinely refresh the business case to support continued investment in the EHR.
- Complete benefits analyses for the EHR and related initiatives.
- Routinely refresh the EHR architecture so that there is a strong foundation to build future EHR functionality.

### Problem Solving

#### Typical problems solved:

The business of the health system is such that the policies, procedures and processes are constantly being refined and changed. Managing the strategic and tactical provisioning of IM/IT services and solutions in the midst of this changing environment presents a number of challenges that need to be met with creative and flexible approaches. Working with the staff, other various HIS branches/ units and the vendor community to act as a single focused team is crucial to meeting the business needs. Properly establishing realistic expectations and effectively coaching and supporting management of the various health system stakeholders on the roles, responsibilities and accountabilities that they must adhere to is also a key activity in meeting the challenge of delivering solutions in this dynamic environment.

Project problem solving: The position is expected to solve technical, business, project and process problems. The position may call upon project resources, stakeholders, business sponsors and any other resource to provide background information and input into the problem. The position will use best practices for establishing alternatives for a solution, evaluation criteria and weighting system for comparing the solutions to recommend an optimal solution to Delivery Managers or escalate to project sponsors. Such problem solving may require the management of trade-offs between project scope, timelines and budget. The position never compromises project quality for any other project dimension.

#### Types of guidance available for problem solving:

- Provincial eHealth Strategy and policy documents.
- Electronic Health Record Architecture.
- Provincial health system legislation and policy.

#### Direct or indirect impacts of decisions:

The Director, EHR Delivery Services builds and maintains key EHR business linkages throughout Alberta Health, across government and with external stakeholder organizations, such as Alberta Health Services, and other provincial and federal jurisdictions.

Key focuses of this position are to lead and support the Senior Delivery Managers who, with the client groups, conceptualize processes to apply information management and technology as a strategic asset and to provide timely information to clients to assist client decision-making or enhance knowledge. This

position consults with the EHR Senior Delivery Management team to determine the IM/IT supports required to address evolving business needs from the idea stage to the project stage and provides recommendations to regarding the viability of the business case.

The Director, EHR Delivery Services plans and organizes his or her own work with considerable independence and sets EHR priorities within standards and guidelines and escalates to the CIO issues such as:

- Lack of collaboration between business areas, or groups who are working on common solutions which cannot be resolved by the Senior Delivery Manager.
- Unresolved business issues that may impact IM/IT initiatives, e.g. lack of decision or business direction.
- Miscommunication regarding IM/IT initiatives or practices that may escalate to senior management.
- Business activities that may require IM/IT supports without HIS being invited to participate.
- Business concerns with HIS services that business units do not feel are being addressed.

## Key Relationships

Major stakeholders and purpose of interactions:

This role is critical to the continued success of the EHR initiative, due to the requirement for extensive coordination among diverse stakeholder groups, including Alberta Health Services. The EHR is a high-profile, province-wide initiative that is providing a service that has a direct impact on the quality of patient care in Alberta. EHRs are of escalating public interest, and it is important that the coordinator of this initiative is able to effectively balance the varied stakeholder interests with AH objectives for the EHR.

Business goals cannot be met without effective IM/IT solutions that move the business areas toward the business delivery vision for the health system. This position applies an overall knowledge of the health system's business priorities and requirements to refine budgets that encompass province-wide needs while meeting critical EHR requirements. This job ensures that a health system view is maintained by the primary stakeholders when IM/IT are to be utilized to maximize EHR effectiveness.

The Director, EHR Delivery Services plays a strong advisory role at the health system level with respect to the impact of potential policy/legislation changes on existing systems and the identification of strategic systems issues that would result/need to be addressed to deal with these changes. The Director, EHR Delivery Services will work with assigned project teams to refine requirements, scope and impact of proposed system changes/developments at a province-wide or health system level. This position needs to understand the business problem at the provincial level to ensure that all business requirements are included in the provincial strategies and that appropriate priorities are established.

Effective strategic planning of system applications to meet evolving business needs has a direct impact on the successful delivery of major province-wide programs. These programs impact the health service providers who require the information provided by the EHR for clinical care delivery. Others impacted are the other provincial agencies involved in the successful delivery of the Electronic Health initiatives throughout Alberta. The Director, EHR Delivery Services job is to see a more global view and apply knowledge of emerging business needs and provide key input to the development of the IM/IT strategic and tactical plans regarding priorities, targets and requirements.

## RELATIONSHIPS/CONTACTS

### Internal

- HIS Assistant Deputy Minister and CIO: As required - Resolve issues, provide status, exchange information on AH and HIS activities.
- Other Alberta Health ADM's: As required - Resolve issues, provide status, exchange information on AH and HIS activities.
- HIS Directors: Weekly and as required - Provide updates on status of projects and discuss areas of collaboration and overlap between program areas.
- IM/IT Committees: Quarterly - Participate in the planning and direction setting of health IM/IT in the province.

- Project Review Board: Monthly - Present on EHR and digital health projects and obtain feedback from HIS division SMEs.

**External**

- Other GOA departments: As required - Exchange information and provide support for cross departmental collaboration in relation to EHR initiatives.
- Alberta Health Services: Weekly and as required - Monitor the execution of existing projects and coordinate EHR activities across projects and organizations.
- Integrated Clinical Working Group: Monthly - Provide updates and assist in the management of and support for the group.
- Senior Management of Health System Stakeholders: Monthly and as required - Assess service delivery and adjust or improve as required.
- Vendors that are developing EHR applications: As required - Ensure vendors that provide services toward the completion of Alberta Netcare related projects and services, are meeting the terms of their respective contract.
- Vendors of electronic medical record and pharmacy information systems: As required - Strategic Management of vendors relating to EHR product development.
- Canada Health Infoway: Quarterly - Provide updates on Infoway funded projects and plan for future initiatives.

**Required Education, Experience and Technical Competencies**

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)	Other	Arts	Other

If other, specify:

A degree in Computing Science, Health Informatics, Business Administration or related equivalent.

Job-specific experience, technical competencies, certification and/or training:

**KNOWLEDGE**

- Extensive knowledge of information management and information technology development and deployment, including knowledge of AH and health system IM/IT architectures, standards and processes.
- Extensive knowledge of health system and departmental business priorities, upcoming initiatives and related business strategies.
- In depth understanding of AH Business Plan, Operational Plan, Ministry Annual Report, Business Performance.
- Thorough knowledge of legislation supported by system applications and related policies and procedures.
- Extensive knowledge of Project Management Practices and AH Project Management Office Framework, practices and tools, as well as system development methodologies.
- In depth knowledge of AH procurement processes and reporting requirements.
- Thorough understanding of the business needs of the health sector at the region, physician and program levels.
- Extensive knowledge of health system IM/IT best practices and technological trends (ie. EHRs, electronic medical record systems, pharmacy information systems, clinical decision support tools, health databases, patient portal technology and services)
- Comprehensive understanding of how data, information, technology can be deployed in an integrated manner to enable business change.
- In depth knowledge of the vendor community including its capabilities and limitations.
- Knowledge of business and organizational change management techniques and processes.

**SKILLS**

- Ability to see the "Big Picture" of health system IM/IT requirements and where stakeholder priorities fit in.
- Strong strategic planning skills-the ability to work with stakeholder management teams to define system needs and develop strategic solutions that support province-wide requirements.
- Ability to translate strategic directions into operational and tactical plans and actions.
- Advanced organizational and project management skills.



- Excellent verbal and written communication skills to effectively provide strategic IM/IT planning support, advice and consultation as well as excellent consultation and negotiation skills.
- Exceptional interpersonal skills for interacting with diverse interests and customers not well versed with information technology and information management.
- Strong negotiating, influencing and persuasion skills to provide guidance on the most effective approach to meet user needs and reach consensus regarding the optimum province-wide IM/IT solutions which are not always aligned with stakeholder priorities.
- Creativity and innovation to facilitate the development of solutions that meet the needs of the health system.

**EXPERIENCE**

- 10 years of senior project and/or business management experience. Preferred experience in at least one aspect of the healthcare delivery system.
- 5-7 years experience in a development role within a complex and large scale and multi-stakeholder IM/IT environment.
- 5-7 years in effectively managing large organizational resources (Financial, Human Resource, Capital, etc)

**Behavioral Competencies**

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		
Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Takes a long-term view towards organization’s objectives and how to achieve them:</p> <ul style="list-style-type: none"> <li>• Takes holistic long-term view of challenges and opportunities</li> <li>• Anticipates outcomes and potential impacts, seeks stakeholder perspectives</li> <li>• Works towards actions and plans aligned with APS values</li> <li>• Works with others to identify areas for collaboration</li> </ul>	
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Works to remove barriers to outcomes, sticking to principles:</p> <ul style="list-style-type: none"> <li>• Forecasts and proactively addresses project challenges</li> <li>• Removes barriers to collaboration and achievement of outcomes</li> <li>• Upholds principles and confronts problems directly</li> <li>• Considers complex factors and aligns solutions with broader</li> </ul>	

		organization mission	
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Collaborates across functional areas and proactively addresses conflict: <ul style="list-style-type: none"> <li>• Encourages broad thinking on projects, and works to eliminate barriers to progress</li> <li>• Facilitates communication and collaboration</li> <li>• Anticipates and reduces conflict at the outset</li> <li>• Credits others and gets talent recognized</li> <li>• Promotes collaboration and commitment</li> </ul>	

**Benchmarks**

List 1-2 potential comparable Government of Alberta: [Benchmark](#)

Director, Information Technology (IT), M420-32

**Assign**

The signatures below indicate that all parties have read and agree that the job description accurately reflects the work assigned and required in the organization.

_____ Employee Name	_____ Date yyyy-mm-dd	_____ Employee Signature
_____ Supervisor / Manager Name	_____ Date yyyy-mm-dd	_____ Supervisor / Manager Signature
_____ Director / Executive Director Name	_____ Date yyyy-mm-dd	_____ Director / Executive Director Signature
_____ ADM Name	_____ Date yyyy-mm-dd	_____ ADM Signature
_____ DM Name	_____ Date yyyy-mm-dd	_____ DM Signature