



PSCIOC Information-Sharing Template – September 2016

JURISDICTION: Nova Scotia		Contact
<p>1. <u>Accomplishments:</u> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.</p>	<p>End User Service Delivery Improvements: Client Services has been focused on improving service delivery within the service desk and desktop areas. From a service desk perspective, we continue to monitor contacts and ensure we are aligned to industry norms. In the desktop area, the focus has been on improving desktop security and continuing to enhance our level of MAC support. In the mobility area, we are now focusing on improvements to the client experience using iPhones for corporate email and calendaring.</p> <p>Service Management Transformation: The Service Management transformation project has completed deployment of 5 common ITIL v3-based processes to the government and health sectors. This single build of the service management tool, along with implementation of a new contact centre solution, are enabling the realization of Internal Services' shared services goals. 700 service providers are now using these common tools and processes to support 40,000 clients. Access to online tools for government clients has resulted in a 10% increase in self-service client contacts over the last 6 months (37% of total). In addition, in September 2016 the Transportation and Infrastructure Renewal group within government will begin using this common platform to manage public facing enquiries and requests.</p> <p>Telecom Contracts: Successfully completed a mobility contract that has provided significant savings by being very specific about current usage and feature requirements as well as unbundling the new or upgraded phone purchases so there is transparency around the actual cost of the specific device versus the usage cost for the device using the mobility services. The RFP indicated pricing was to be made available to the MASH (Municipal, Academia, School Boards and Health) sector which provided volume incentives to the vendors to encourage even better pricing.</p> <p>Safety Improvement & Management System (SIMS): SIMS is a Safety Improvement and Management System used province-wide to enable electronic, web-based reporting and management of patient safety incidents. SIMS is a platform for sharing trends, best practices, and lessons learned to support patient safety actions and to further promote an overall culture of patient safety. SIMS will enable the province to leverage a new data capturing and reporting tool to proactively introduce</p>	<p>Troy Woodworth Troy.woodworth@novascotia.ca</p> <p>Tracy Fiander-Trask Tracy.fiandertrask@novascotia.ca</p> <p>David McCurdy David.McCurdy@novascotia.ca</p> <p>Sandra Cascadden Sandra.Cascadden@novascotia.ca Melinda Melanson Melinda.Melanson@novascotia.ca</p>



mechanisms to help reduce or prevent patient safety incidents from occurring. Over 30,000 users in over 35 hospitals across the Province. The software solution is provided by RL Solutions.

myHealth: Personal Health Record System:

Implemented initially as a demonstration project, the Personal Health Record (PHR) is now being expanded across Nova Scotia. MyHealthNS, a secure online tool that connects doctors and patients. First in Canada to offer this online tool province wide. Features include eVisits and eScheduling for patients to ask questions and make appointments, self-monitoring of clinical records by patients, eResults for lab and diagnostic imaging, and eReferrals from family physicians to specialists. Stores information entered by patients and from many health providers in one central location, available anytime, from anywhere. The software solution is provided by McKesson: RelayHealth.

Shared Apprenticeship Management System:

Nova Scotia is the lead province for a 5 Province (MB,NB,NL,NS,PE) implementation of a Shared Apprenticeship Management System. (SK is now in negotiations to join this initiative as well). In preparation for the implementation project, and with an abundance of lessons learned from previous joint provincial initiatives, significant foundational work was completed to position this project for success. This included representatives from the business, ICT and procurement. An award of the RFP is expected in September 2016 and the 3 year project is expected to start shortly thereafter. Nova Scotia can provide progress updates to PSCIOC as well as the foundation work completed as a model for future shared initiatives.

Axios Assist implementation Department of Transportation Contact Centre:

The Department of Transportation Infrastructure Renewal (TIR) will implement Axios Assist to track and manage ticket activity for all contacts from Citizens for problems/complaints/emergencies on the Provincial Highway system, to a single Province wide Contact Centre. This will enable TIR's iteration of Axios Assist, to share the IT support staff and IT infrastructure established for the IT Service Desk. The Contact Centre is new for Transportation. Along with Axios Assist, Contact Centre operations will be supported by a wide range of Communication and GIS technologies. The Contact Centre will be ramping up through September with the target of full operations for the coming winter.

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Shared Services:

On April 1, 2015, IT delivery groups in 12 government departments and offices were consolidated within the newly formed ICT Services Branch creating a 500 person operation with a budget of over \$100m. Work to stabilize operations concluded at the end of the fiscal year.

On April 3, 2016, approximately 250 health system non-clinical IT positions and \$40m in budget transferred into ICT Services Branch. This was the culmination of over nine months of working with the Department of Health and Wellness, Nova Scotia Health Authority and IWK Health Centre to determine what services each organization would provide and what IT staff, budget, and assets would transfer to ICT Services. The transfer was successful and we are now in the stabilization phase.

Prioritized Cybersecurity and Cyber Resiliency:

Established and staffed a Chief Information Security Officer (CISO) function

Wireless:

Corporate Wireless Service was rolled out to 90% of Government offices as of March 2016 as part of the Network upgrade project. To enhance this service offering, Communication and Technology Services has architected a guest wireless service which will enable clients to provide internet access to their visitors and partners through a self-provisioning portal. This service is available September 6, 2016.

Network Upgrade Project:

The project objectives were to rationalize and consolidate the switches on the Provincial Data Network and to introduce a corporate wireless service. The LAN switch project included the replacement of approximately 1000 switches across the province in 360 government buildings/ locations. This portion of the project was completed in April 2015. The introduction of wireless service was completed March 31, 2016. Upon completion this project met the objective of providing wireless service to approx. 90% of the government workforce.

Enhanced Security Networking:

A Network Tunnel Overlay architecture was designed and implemented as a technical solution to address current and anticipated demands for Enhanced Security Networking as a service. This protects the Provincial Data Network by securing non-standard connections such as SCADA systems, building management systems, and multiple partner connections including municipalities. It utilizes existing network connections as the base to overlay a secure VPN tunnel. This service provides connectivity independent of physical locality or underlying network design, encrypts data in transit masking the source and destination and supports centralized packet inspection and policy enforcement.

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PDN Internet Edge Augmentation:

Phase 1 of a larger core redesign included the re-architecture and upgrade of the Provincial Data Network internet edge. This redesign will prepare the organization to move to bandwidth levels greater than 1 Gig and enable full load balancing among redundant connections. This augmentation will support the move of legitimate business workloads to the public internet (cloud) by way of IAAS, PAAS and SAAS solutions.

Corporate Drupal Service:

In February 2016, we began the planning phase of a Corporate Drupal Service initiative aimed at moving all of our open-source public facing web sites to a new Corporate platform to provide better security, automated provisioning and patching, and simplified management for administration and auditing. The new platform would enforce security and procedural best practices and allow our clients to focus on their content instead of compliance. The planning phase is complete and phased-in recommendations are being put into place starting with an on premise Corporate Drupal Implementation that will allow us to focus on helping our clients update and migrate their sites to the new platform while we evaluate Cloud Service Delivery options for the future.

IT Service Continuity:

The province has selected its strategic direction of adopting a hybrid hosted solution (a *solution that combines both physical and cloud based third party services*) and to implement a managed hosted service as the Province's secondary (*alternate*) processing site. In preparation to introducing this service the province has completed a service continuity application inventory to inform the service continuity plans. The project has defined the future state architecture and requirements documents have been finalized and the RFP has been released following the Value Based BAFO (Best and Final Offer) process concurrent negotiation is underway with qualified vendors.

Key Points -

- Created Service Continuity Application list completed documents business technology impacts of the applications by government departments and offices that are hosted at the Provincial Data Centre (PDC). The list has been categorized by business owners in order of importance (Catastrophic, Major, Medium and Low) with stated Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO)
- Created a Technical Architecture Requirements (TAR) document based a secured multi-site multi-tenant hybrid cloud environment
- Created and released a RFP for the hybrid cloud secondary operation services (2OS); adopting a value based BAFO process for procurement preliminary stages completed the process is currently in negotiations with shortlisted qualified vendors

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Collaboration Services:

ICTS launched a suite of Service Offerings using the SharePoint platform in July 2015. After one year in operation, 60 sites are live in production with another 20 in development. These sites range from Project and Committee Sites, as well as team sites used to share documents and calendars to larger sites with more configuration to provide workflow, custom views, tiles, branding and metadata. SharePoint serves as the new platform for **MyHR** and the new corporate Intranet, **The Hub** with many other departmental sites in the planning stage.

Microsoft Enterprise Agreement Renewal:

The Province has renewed a 6-year EA with Microsoft effective April 1 2016. The contract covers both core-government and health sectors with about 36,000 users. It serves as the enabler for the Province's O365 and Azure adoption. Besides O365 products the EA also includes other products such as SQL Server and Windows server etc where traditional perpetual licensing is applied.

Spatial Data Infrastructure:

Successfully released a Spatial Data Infrastructure (SDI) for the Province of Nova Scotia known as the Nova Scotia Geospatial Infrastructure. The SDI provides a complete platform for provincial departments and agencies to contribute and use geographic data and applications. Included with the rollout of the SDI are a suite of processes and procedures for data governance. The SDI is offered as a service to departments and agencies and supports analytics, decision making, cartography, and the open data portal.

Nova Scotia Active Control Stations:

In 2012, a strategy was adopted to better address Nova Scotia's coordinate referencing mandates. At the core of the strategy were Global Navigation Satellite Systems (GNSS) and Active Control Stations (ACSs). This strategy lead to the installation of 40 permanent GNSS base stations across the province of Nova Scotia. This infrastructure was named the Nova Scotia Active Control Stations (NSACS) network. The 40 stations transmit data to a server which is then redistributed to service providers in Nova Scotia. Based upon the real-time data and the location of a user in the field, the service providers can compute corrections which allow users to get centimeter level accuracy, positions in real-time. Corrections are distributed over the internet (e.g. cellular connection) through a service provider for a monthly fee.

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Open Data:

The Nova Scotia Open Data Portal was launched on February 5, 2016 by the Premier and Minister of Internal Services. 137 datasets were released at launch representing all government departments. Datasets have continued to be released on a quarterly basis, bringing the total number of datasets in the portal to 318 as of July 5, 2016. Feedback has been positive both internally and externally, and the datasets have been used in contests held by local schools and universities. We are continuing to develop the Open Data Program, including the development of metrics for tracking and monitoring the portals effectiveness.

Government Records Act Amendments:

The Government Records Act (Bill No. 157) was amended and received Royal Assent on May 20, 2016. The amendments were required due to a reorganization which moved the records management (RM) function from the Public Archives to the ITCS branch of Internal Services. ICTS took this opportunity to make some additional administrative updates, including clarifying RM roles and responsibilities and the functions and authority of the Government Records Committee, and streamlining processes for review and approval of records schedules. As well, key definitions including the definition of a record were updated to reflect modern standards and usage. The effective functioning of the Act was strengthened by allowing for the creation of new Regulations. The amended act will come into effect upon proclamation (timeframe pending).

Consolidation of IAP Services:

Phase II of consolidation of IAP Services fully achieved. All departments have contributed the resources and reporting into the Unit. Focus of current year is full transformation, relationship building with client departments to build trust, identification of needs and strengthening operations with a focus on privacy.

SAP In the Cloud:

Through negotiations with our vendor partners SAP and IBM, NSSAPSM has successfully positioned the Province of Nova Scotia and our other clients to leverage ALL of the latest innovative technology that SAP has to offer in a cloud based solution. Our clients will now be able to implement/use SuccessFactors, Ariba P2P, S/4 Hana, Lumira (BI), and all Fiori mobility tiles through Hana. All without increasing the annual SAP spend for the province.

SAP Ariba P2P:

Prepared and submitted a business case in support of the implementation of the Ariba P2P solution for initial rollout to the Province of Nova Scotia and the newly amalgamated provincial health authorities. Achievement of the business improvements and realization of the projected savings enabled by the Ariba P2P solution is a high priority within the Province's shared services initiative.

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	<p>SAP Success Factors: Completed all vendor contracts and are 50% through the project to implement SuccessFactors Recruitment Marketing, Recruitment Management and On-Boarding for the Province of Nova Scotia, the provincial health authorities and five of eight school boards. The implementation project is organized under a single project management, project delivery team and change management structure and has a planned go live as of January 1, 2017.</p> <p>Health Authority Consolidation: In June 2016, completed all phases of the SAP consolidation project of the previous nine District Health Authorities. Phase 1: Legal Compliance: Modification of business numbers, pay advice logos, and development of consolidated financial reporting to enable the provincial health authority to operate and be legally compliant on April 1, 2015. Existing 10 company codes continue to exist. Phase 2: HR Enablement: All employees are moved to a single SAP company code (from the existing 9). Phase 3: Finance and Procurement: Alignment of the finance and procurement modules to support the newly consolidated provincial health authority.</p> <p>SAP Fiori Tile Proof of Concept: In August 2016, the Province of Nova Scotia proved the value of enabling employee and manager self-service functionality in a mobile environment. PNS implemented a mobile paystub application using the SAP Fiori platform. The learnings from this proof of concept have positioned the Province to expand its usage of mobile applications to access and leverage information contained in SAP systems.</p>	<p>Kevin Briand / Stephen Graham Kevin.Briand@novascotia.ca Stephen.Graham@novascotia.ca</p> <p>Kevin Briand / Stephen Graham Kevin.Briand@novascotia.ca Stephen.Graham@novascotia.ca</p> <p>Kevin Briand / Stephen Graham Kevin.Briand@novascotia.ca Stephen.Graham@novascotia.ca</p>
<p>2. Priorities: Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.</p>	<p>Client Services Service Delivery Improvements and Shared Services Enablement: Over the next 12-36 months the focus will be focused on Client Services transformation including the shift in culture from a technology centric organization to a service centric, standardizing the end user environment with our health client base and implement common technology platforms to simplify support and gain efficiencies across the government and health client base.</p>	<p>Carolyn McKenzie Carolyn.McKenzie@novascotia.ca</p>



Simplification and standardization to enable shared services that includes a device management strategy (includes standardizing devices images and software deployment methods, developing common print services and processes, common asset management processes), service desk strategy that reviews opportunities to consolidate the service desk across the client groups and focuses on adoption of self service capabilities and identification of future self service capabilities

Service Management Transformation:

The Service Management transformation project will focus on maximizing benefits by stabilizing and supporting current users in government and health while completing development and implementation of the remaining processes. This includes deployment of self-service tools for health clients. This project is anticipated to be completed in June 2017.

One Person One Record (OPOR):

Nova Scotia's OPOR strategy is to create a single health record for every citizen in NS, allowing for information to be integrated across the care continuum. A key component of this strategy is the commitment to replace the three existing hospital information systems with one foundational system that could be extended into the community. This initiative will ultimately impact the entire health system in Nova Scotia, including all healthcare providers, administrators and the public. Funding approval is being sought to advance with the Planning and Procurement Phase.

Mass Communication: Emergency Management Innovation:

The Province has been afforded a unique opportunity to participate, contribute and support a local company (Simplycast) develop a Technology Innovation that is a user-friendly, all-in-one platform that uses messaging workflow notification to improve communication during time of emergency. A local software company was selected for a Federal '*Build in Canada Innovation Program*' and the Province is testing and piloting the innovation for Health Services Emergency Management. The Province will be identifying areas of opportunities across the Enterprise for this technology innovation and the company's mass communication platform (Simplycast).

BRM Program Launch:

In the coming months NS will officially launch a Business Relationship Management (BRM) program. This division is led by a member of the ICTS executive and will have the responsibility to partner with our clients and take a strategic and corporate view to business planning as well as prioritization. This new BRM group has the primary responsibility to manage and improve the relationship with our clients as well as drive improvements in their experience. Our clients are segmented into portfolios centred on like business. This group is following best practices based on the Business Relationship Management Institute (BRMI).

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ICT Shared Services:

- Develop next iteration of service level agreement
- Perform initial quality assurance audit
- Consolidate service desks
- Consolidate telecom service delivery
- Conduct a comprehensive policy and standards review
- Transform and integrate key processes (portfolio and investment management, incident/major incident management, IT change management)
- Develop enabling regulations
- Develop a human resources strategy
- Consolidate contracts
- Continue to evolve organizational structure

Continue to rationalize applications and consolidate infrastructure

Formulate and Execute an Enterprise Cybersecurity Program:

Establish an enterprise-wide cybersecurity strategy and roadmap

Identify and effectively address gaps in our cybersecurity and cyber resiliency capabilities (identify, prevent, detect, respond and recover)

Data Classification:

Revisit information classification ensuring alignment with Federal model as a critical enabler to Federal, Provincial and Territorial (FPT) information sharing, critical infrastructure protection collaboration and data loss prevention / digital rights management

Cloud Security:

Leverage FPT to prepare a cloud security strategy and standardized security controls in support of Nova Scotia's cloud first strategy

Provincial Data Network Core Redesign:

The Provincial Data Network Core is the heart of the network. Our Shared Services environment will expand the load and complexity of routing managed by the core. To support this growing environment, we will complete a full core redesign.

Infrastructure Rationalization:

Architecture reviews to understand current state and seek opportunities to collapse and share infrastructure in our shared services environment.

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SharePoint move to O365 & Service Improvement:

Over the fall/winter of 2016/17 we will be working with Microsoft to move our tenancy from the US to Canada. Once the tenancy is set up, we will begin a project to migrate our existing presence from our current hosted provider to O365. We will also be looking for opportunities to take advantage of new features and roll out new service offerings to improve service delivery to our clients.

ITSC:

- Select a vendor solution for the secondary operations service that is based on the hybrid cloud solution outlined in the technical architecture requirements document.
- Complete the service agreement with the service provider so that the day 1 service provides secondary site for service continuity in an initial transformation Disaster Recovery mode architecture but with the forward view of providing subsequent roadmap services in split production with IaaS, fully managed with SaaS and PaaS subsequent transformations of the hybrid architectures.
- Complete runbook for IT services provided by the ICTS department for the business services supporting technology by the hybrid cloud solution
- Complete the Build out plans for the secondary service such that the vendor is nova scotia based and a minimum of 50% of the provinces work streams are delivered from a facility in the province.
- Complete the build out and stand up in production of the hybrid cloud solution

Digital Government:

ICTS continues to work with its partners to evolve government's digital strategy to modernize government. The focus is on providing more services on line to the citizens and businesses of Nova Scotia and modernizing government's workplace so that employees have the technology they need to complete their work.

Microsoft Innovation Team – A new initiative included in the Operational Plan, the **Microsoft Innovation Team** (MIT), led by Business Strategies and Services, has been established to move us from a technology provider to a service provider, and working to understand how we can help our clients by providing true business services (rather than technology). The MIT will conduct research on employee's needs, develop personas that reflect employee workstyles that will in turn influence people-centered Service Offerings.

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Cloud Strategy Development:

The Province has been and will be actively participating in the PSCIOC Cloud Working Group, collaborating with other jurisdictions and contributing the joint efforts from various areas such as privacy, security, architecture and procurement perspectives. The result from the Working Group will also be leveraged in the Province's development of its second edition of the Cloud Adoption Strategy. The new version of the Strategy will be a major revision to the first version that was developed in 2013 and the strategy package will address: the Cloud context, impact and opportunity to NS; the associated strategy from Legal, Liability, Security, Privacy, Data Management, Interoperability, Networking, Identity etc. It will also include supporting documents such as Cloud Adoption Vendor Evaluation Guideline Matrix, Baseline Cloud Consumption PIA and Baseline Cloud Consumption Risk Assessment template.

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Data Architecture:

The Province is launching a Data Architecture initiative aiming to paint an overall picture of the current layout of data and the target architecture, and how we can evolve to meet the target. The deliverable will guide the organization of data from various sources, the reduction of duplicates, the declaration of source of truth, and prepare data for advanced consumption such as business analytics and business intelligence.

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Acquisition Plan for Elevation Data based upon LiDAR:

Light Detection and Ranging (LiDAR) uses laser pulses emitted by a sensor to collect detailed elevation data. Accurate elevation data supports a number of applications such as topographic mapping, forestry, archeology, climate change (for e.g., sea level rise modelling), and much more. A 3 to 5 year plan beginning in fiscal year 2016/17 has been put in place to collect LiDAR data for Nova Scotia.

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Aerial Photography Collection for Halifax Regional Municipality:

It has been almost ten years since high resolution aerial photography has been collected for the Nova Scotia capital. Halifax has witnessed significant change and growth over that time period. New aerial photography will enable provincial and municipal planners to map and monitor that growth. The photography will also provide provincial business areas such as Forestry, Geoscience, Protected Areas, and many more up to date mapping that they need to run their program.

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IT Service Continuity & Organizational Resilience:

The province has developed an innovative approach to maintain *organizational resilience* through Business & Technology Impact Analysis (BTIA). This approach offers flexibility when prioritizing IT service recovery not just based on Recovery Time Objective (RTO), but based on business impact and existing business continuity workarounds; thereby placing effective controls in all areas of organizational resilience and discouraging the practice of sole reliance on IT recovery as sufficient steps for business continuity.

Signet:

The citizen and business-facing ICAM solution is scheduled to go live in the Fall of 2016. An ICAM support team within Information, Communications and Technology services (ICTS) will provide day-to-day support for the service and work with departments across government to develop a roadmap for the coming years. Focus will be placed on the promotion of and implementation support for the ICAM service in order to realize the Province's vision of providing easy, secure, on-line access to government services to the public through one User Id and Password.

For the internally-focused ICAM solution, several production releases are planned for Fall/Winter 2016/17.

Information Management (IM) Strategy:

The Province of Nova Scotia understands the value of its information assets and that managing them is integral to government operations and the delivery of its programs and services. As well, Government must continuously transform and transition in order to stay current, adapt to economic trends, and provide the programs and services that citizens want and need. In the next 12-36 months, ICTS will undertake the development of a IM strategy that will modernize IM practices, programs, and services so they are not only well-thought out, clearly defined, and planned for the future, but that will allow us to address pressing departmental needs as required and in alignment with the desired future vision for the government as a whole. The strategy will cover a broad spectrum of related areas such as infrastructure, cyber security, access and privacy, BI and analytics, digitization and the move toward born digital, electronic content and RM, the modernization of policy and the legislative framework, as well as the necessary governance and structures to support them.

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	<p>The AccessPro case management module (AMANDA) was successfully implemented effective April 2016. Improvement on documentation, monitoring status of requests and reporting has greatly improved. Focus is on Redaction Software which is at the UAT stage.</p> <p><u>FOIPOP Disclosure Log</u>– the log will make disclosed requests available on line a few days after disclosed to applicant.</p> <p><u>Requestor Portal</u> – On-line submissions and fee payment of FOIPOP requests. Applicant will be able to monitor status of requests and receive messages and disclosures electronically. Both of these initiatives are scheduled for the Fall 2016. Will be accompanied by relevant policy work.</p> <p><u>Corporate Privacy and Access Training</u> – building the program through strategy development, identification and consultation with stakeholders to determine needs, content and method of delivery. Also scheduled for Fall 2016.</p>	<p>Maria Lasheras Maria.Lasheras@novascotia.ca</p>
<p>3. <u>Issues and Needs:</u> Briefly describe any issues you would like to share with the Council and what assistance you might be seeking from PSCIOC.</p>	<p>BRM/CRM: What are other jurisdictions doing formally or informally from a CRM/BRM perspective.</p> <p>Cyber Threat Intelligence: Investigate mirroring the US approach for real-time sharing of actionable, situational cyber threat intelligence and analytics information enabling holistic proactive actions vice after-action response (US Cyber Intelligence Sharing and Protection Act)</p> <p>Economies of Scale: Investigate leveraging Federal capabilities and buying power as an enabler to common, Canada-wide approaches to security (e.g. integrate with and leverage Shared Services Canada's Security Operations Centre (SOC) as a managed security service provider (MSSP), CSE Supply Chain Integrity (SCI) information, etc.)</p>	<p>Chris Daly Chris.Daly@novascotia.ca</p> <p>Robert Samuel Robert.Samuel@novascotia.ca</p> <p>Robert Samuel Robert.Samuel@novascotia.ca</p>
<p>4. <u>Planning for Council Meetings:</u> Please identify topics of particular interest to your jurisdictions for future Council Meetings. <i>(Please provide a brief description for each item.)</i></p>	<p>Development of core principles for legislation to address new digital environment</p> <p>Identity Management: core data elements and work across jurisdictions with inclusion of Privacy lens</p>	<p>Maria Lasheras Maria.Lasheras@novascotia.ca</p>