

## **PSCIOC Information-Sharing Template – February 2020**

*Information Sharing is collected for the purpose of the PSCIOC Meeting of February 2020.*

*Information contained in this document cannot be shared without the approval of the member jurisdiction (author).*

<b>Administration: Nova Scotia</b>		<b>Contact</b>
<b>1. <u>Accomplishments:</u></b> Briefly highlight <b>major IT/IM accomplishments, progress, and/or significant milestones</b> achieved in your <b>jurisdiction over the past 6 - 12 months.</b>	<b>Digital Transformation</b> <ul style="list-style-type: none"> <li>The creation of the <b>Nova Scotia Digital Service (NSDS)</b> and the roll-out of a new leadership structure including the creation of the following positions:               <ul style="list-style-type: none"> <li>Chief Technology Officer (CTO)</li> <li>Chief Information Security Officer (CISO)</li> <li>Executive Director Platforms</li> <li>Executive Director Strategy, Policy and Governance</li> <li>Executive Director Health Partnerships and Service Excellence</li> <li>Executive Director Service Design and Delivery</li> <li>Executive Director Transformation and Partner Services</li> </ul> </li> <li>The NSDS is responsible for:               <ul style="list-style-type: none"> <li>Delivering excellent services, built around the needs of users</li> <li>Providing public servants with the digital services and tools they need to enable collaboration, add value and be effective</li> <li>Support and enable the Nova Scotia public service in how they can use new approaches to deliver better government in the digital era</li> </ul> </li> </ul>	<b>Natasha Clarke</b> Associate Deputy Minister and Chief Digital Officer Service Nova Scotia and Internal Services 902-424-8625 <a href="mailto:natasha.clarke@novascotia.ca">natasha.clarke@novascotia.ca</a>
	<b>Platforms</b> <ul style="list-style-type: none"> <li>Completed the RFP Evaluation phase for a modernized <b>Digital Payment Platform</b> that will offer digital payment services to the Province and focus on no-cost service onboarding and continuous improvement of the platform.</li> <li>Completed a Legislative and Privacy Review to recommend strategies for interpretation of, changes to, or introduction of new legislation, regulations and/or policy instruments to advance the <b>Digital Identity Platform</b> to a high level of assurance. This work also delivered a prioritized actionable plan to implement the recommendations to allow Nova Scotia to Deliver a high level of assurance that meets the requirements of the Verified Person specification.</li> </ul>	<b>Arlene Williams</b> A/Executive Director Strategy, Policy & Governance and A/Executive Director Platforms Service Nova Scotia and Internal Services 902-240-7213 <a href="mailto:Arlene.Williams@novascotia.ca">Arlene.Williams@novascotia.ca</a>

#### Cyber Security and Risk Management Program:

- Contributed to shared services by developing and updating security standards to represent an enterprise-wide approach that included government, health and other public-sector entities under shared services.
- Supported system and service deployment by creating security assessment processes to evaluate business risk. Created business processes for doing pre-risk assessments, threat risk assessments, vulnerability assessments and penetration testing assessments.
- Collaborated with Federal, Provincial and Territorial (FPT) stakeholders as part of NCSIP to establish common security requirements for cloud services to protect enterprise and citizen information.
- Empowered staff and provided autonomy to implement updated security monitoring tools to better protect the province by providing real-time visibility into threats and suspicious activity (e.g. an open source technology called Elastic Stack to provide enterprise Security, Information and Event Management (SIEM) capabilities).

#### O365

- Migration of over 17,000 Government email users and 12,000 Health email users to O365 from on-premise Exchange. Leveraging this cloud service enables user access anytime, anywhere from any device. We continue to mature the service through the deployment of new features like OneDrive and Teams to enhance collaboration as well as building governance frameworks and operational support models.

#### Network Modernization

- Establishing the foundation for the shift to software defined network through the implementation of Cisco ACI (Application Centric Infrastructure) as this is seen as a key enabler for digital transformation as it facilitates application agility and data center automation. In addition, a strong focus on standardization of network switches and wireless access points within the health client base as this is a key foundation item to enable the digital transformation underway within Nova Scotia healthcare.

#### DevOps

- Adoption of DevOps environment for site deployment which has reduced delivery time from 1 week to 1 hour.

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	<ul style="list-style-type: none"> <li>• Provided a sustainable DevOps environment(s) where government of Nova Scotia clients can securely run applications and provide operational support. This assists developers with the automation of deployment pipelines and to fully utilize the features / benefits of the DevOps tool set. We are also expanding the current DevOps offering to include support for a larger variety of development platforms.</li> </ul> <p><b>Healthcare Building Infrastructure Projects:</b></p> <ul style="list-style-type: none"> <li>• Healthcare is a key government priority with a major focus on renewal and modernization of the healthcare building infrastructure. NSDS is a key enabler for the new facilities and under the QEII New Generation project procurement processes are well underway including a combination of provincially built or renovated and public-private-partnerships.</li> <li>• Dartmouth General Hospital recently celebrated a major milestone with the opening of new operating rooms and clinical space as part of the QEII New Generation project. SNS-IS focused on implementing modern technology in the facility, to support better outcomes for patients. The renovations are expected to be finished in summer 2021.</li> <li>• Procurement process continues with technical submissions at Bayers Lake Collaborative Outpatient Centre due in January 2020, with final financial submissions due in March 2020, Proponent Choice in March 2020, and Financial Close in May 2020. For the new Halifax Infirmary building the technical submissions as part of the procurement process are due in November 2020, with final financial submissions due in December 2020.</li> </ul> <p><b>End User Compute:</b></p> <ul style="list-style-type: none"> <li>• Substantially completed the migration of 12,000 computers to Windows 10 within our government environment and migration activities continue within our Health Sector environment.</li> </ul>	<p><b>Ian Clark</b> Program Director Healthcare Infrastructure Projects Service Nova Scotia and Internal Services 902-237-5867 <a href="mailto:Ian.Clark@novascotia.ca">Ian.Clark@novascotia.ca</a></p> <p><b>Rick Crowell</b> Director End User Compute Service Nova Scotia and Internal Services 902-774-0098 <a href="mailto:Rick.Crowell@novascotia.ca">Rick.Crowell@novascotia.ca</a></p>
<p><b>2. <u>Priorities:</u></b> Briefly describe what your organization sees as its <b>top IT/IM priorities/initiatives over the next 12 to 36 months.</b></p>	<p><b>Digital Transformation</b></p> <ul style="list-style-type: none"> <li>• Scaling human-centered service design and delivery as a ubiquitous method in the delivery of government services digitally.</li> <li>• Improved application of talent management to develop and apply skills based on empowered, multi-disciplinary teams.</li> </ul>	<p><b>Josh Lee</b> A/Director Service Design &amp; Delivery Service Nova Scotia and Internal Services 902-497-6944 <a href="mailto:Josh.Lee@novascotia.ca">Josh.Lee@novascotia.ca</a></p>

*The PSCIOC is particularly interested in jurisdictional information in the following areas:*

- **Digital Government**
- **Cyber Security**
- **Talent Management**

## Platforms

- Award the contract for modernizing our **Digital Payment Platform** and implement the platform, transition 26 existing services, and provide a platform service that is low cost for entry, near self serve, and seamless to on-board onto.
- Deliver an alpha prototype for **Digital Identity Platform** that digitally verifies an individual and provides access to a Health Service. This prototype is in partnership with Health and will be designed and tested based on user needs and with our partners in RMV, Vital Statistics, and Health. We are partnering with our Department of Health and Wellness and Canada Health Infoway to identify ways to link a verified person to a patient in Health and develop a standardized approach that can be leveraged by other Provinces.

## Cyber Security and Risk Management Program:

- Adding additional resources to build out the cybersecurity program.
- Building capacity to ensure “security-by-design” for all new and updated IT-enable and/or digital services.

## Unified Communications

- Development of a Unified Communications (UC) Strategy for Shared Services to support diverse and resilient communications to all locations. This UC Strategy will support an overarching Health Sector Communications Modernization effort that will include network modernization, wireless expansion, UC implementation and form the technical base for enabling edge computing. Focus this fiscal will be on the Telecom portion of the strategy to support pivoting our approach on the Private Branch Exchange (PBX) replacement project.

## Web Services

- Compile a full website inventory, hosted internally and externally, in preparation for a full security compliance assessment. This will identify risks and the effort required to mitigate.

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## DevOps

- Continue to engage clients, forming working relationships to foster an agile DevOps culture in support of delivering innovative, effective and sustainable shared services to clients.

## Network Modernization

- Continue to mature and expand software defined networking (ACI) to enable automation. Development of an internal service offering for public wireless to Government Departments to provide savings and enhance citizen experience when engaging with Government.

## Healthcare Infrastructure Projects:

- High priority focus continues within the Healthcare facilities projects under the QEII New Generation DBFM projects. Additional projects include the opening of 5 regional Dialysis units as either standalone facilities or departments at regional hospitals will be opened supporting 30 additional renal beds based upon a common IT services deployment. There will be hospital modernizations at South Shore Regional, Soldiers Memorial, North Cumberland, Pugwash, Purdy Building and IWK.
- In Cape Breton another major redevelopment is underway, CBRM Healthcare Redevelopment Project, which will see an expansion of the existing of the existing regional healthcare facility and the construction of new Healthcare Center and a Long-term Care facility. This project will be a combination of provincially built and public-private partnerships and is on track to provide begin construction 2020 after funding approvals are confirmed. It will also include a combination centre for a high school, long- term care and an outpatient centre.

## Contract/Asset Management:

- Several contracting initiatives are underway for Managed Print Services, Internet Services, as well as a review and assessment of Local Voice and Mobile contracts.
- Beginning our Software Asset Management journey, starting with a maturity assessment and roadmap.

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<p><b>3. <u>Issues and Needs:</u></b></p> <p>Briefly describe <b>any issues you would like to share with the Council</b> and what assistance you might be seeking from PSCIOC.</p>	<ul style="list-style-type: none"> <li>Digital-era ways of working are perceived to be the domain of digital government and IT organizations across legislation-owning departments. This cultural incongruence poses a challenge in design and delivery of government services digitally.</li> <li>Continued support from the Councils to collectively continue to deliver and advance the Digital Identity Priority in a concerted way.</li> <li>Lessons learned on scaling the adoption of internet-era practices within traditional IT organizations.</li> </ul> <p><b>Cyber Security and Risk Management Program:</b></p> <ul style="list-style-type: none"> <li>Shared procurement vehicles and processes to leverage combined FPT buying power.</li> </ul>	<p><b>Natasha Clarke</b>        Associate Deputy Minister and        Chief Digital Officer        Service Nova Scotia and        Internal Services        902-424-8625  <a href="mailto:natasha.clarke@novascotia.ca">natasha.clarke@novascotia.ca</a></p> <p><b>Cate Dillon</b>        Chief Information Security        Officer (CISO)        Service Nova Scotia and        Internal Services  <a href="mailto:Cate.Dillon@novascotia.ca">Cate.Dillon@novascotia.ca</a></p>
<p><b>4. <u>Topics of Interest:</u></b></p> <p>Please <b>identify topics of interest</b> to your jurisdiction for future PSCIOC meetings /teleconferences.</p>	<ul style="list-style-type: none"> <li>How are other jurisdictions managing their technology debt and demonstrating / building messaging around their 'applications at risk'? How are other jurisdictions communicating to Board/Deputy level on a range of key IT metrics? Any lessons learned and shared information would be of value when shifting the 'IT as a Cost Centre' conversation to one of 'Acceptable / Not Acceptable Risks'</li> <li>What are the other jurisdictions working on with relation to Data? (Data Strategies? Data as a Service? How are you managing the growing demand for providing data extracts to support analytics with ensuring this data is properly managed and shared in accordance with supportive legislation / policy, etc. Any lessons learned would be of value.</li> <li>How to effectively champion new ways of designing and delivering government services digitally across somewhat autonomous ministries? In particular, the need to quickly adapt to the raised expectations of citizens (and businesses) with the pace of cultural change within the public service.</li> </ul> <p><b>Healthcare Infrastructure Projects:</b></p> <ul style="list-style-type: none"> <li>Establishing the Healthcare IT Infrastructure program within Nova Scotia isn't an isolated endeavour. The funding challenges faced within the province are a common theme within the healthcare sector. The adoption and integration of IP enabled (IoT) facilities, clinical and patient serving services rapidly expands these IT services are demanding more of the operational and capital budgets. We are looking for some guidance with the ways other</li> </ul>	<p><b>Arlene Williams</b>        A/Executive Director Strategy,        Policy &amp; Governance and        A/Executive Director Platforms        Service Nova Scotia and        Internal Services        902-240-7213  <a href="mailto:Arlene.Williams@novascotia.ca">Arlene.Williams@novascotia.ca</a></p> <p><b>Ian Clark</b>        Program Director Healthcare        Infrastructure Projects        Service Nova Scotia and        Internal Services        902-237-5867  <a href="mailto:Ian.Clark@novascotia.ca">Ian.Clark@novascotia.ca</a></p>



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