**Statement of Work 22240 for**

**Program Governance and Project Scheduling Manager – (PM-3)**

**Provincial Clinical Information Solution Program**

**Department of Health**

Table of Contents

[1. Background 1](#_Toc198782269)

[2. Services Sought 2](#_Toc198782270)

[3. Mandatory Requirements 3](#_Toc198782271)

[4. Scored Requirements 3](#_Toc198782272)

[5. Cost 5](#_Toc198782273)

[6. References 5](#_Toc198782274)

[7. Reporting Structure 5](#_Toc198782275)

[8. Duration/Effort 5](#_Toc198782276)

[9. Work Location and Travel 5](#_Toc198782277)

[10. Supplied Devices 6](#_Toc198782278)

[11. Deliverables 6](#_Toc198782279)

[12. Criteria for Immediate Disqualification 6](#_Toc198782280)

[13. Selection Process 7](#_Toc198782281)

[14. Vendor Submission 7](#_Toc198782282)

[15. Conflict of interest 8](#_Toc198782283)

[Appendix A: Conflict of Interest Declaration 9](#_Toc198782284)

# Background

New Brunswick is undergoing a significant transformation, transitioning from various standalone hospital information systems to a unified, standardized, and integrated Clinical Information Solution (CIS). This transformation prioritizes the standardization of clinical practices province-wide, a crucial step toward achieving a unified provincial CIS. The focus is on identifying leading practices in patient care delivery and responsible health data management. The Clinical Standards project aims to support this objective by identifying and developing clinical standards to be adopted across the province and seamlessly integrated into the forthcoming CIS.

**The department of Health is seeking the services of a Project Manager focused on managing governance and processes initiatives related to the provincial CIS consolidation program.**

# Services Sought

The Department of Health (DoH) requires a **Program Governance Manager (PM)** to support the CIS Program. The role of **Program Governance Manager** provides strategic oversight and direction to Governance Coordinators and other governance support staff, ensuring the quality and consistency of governance deliverables. Key responsibilities include managing governance reporting cycles, maintaining governance documentation standards (e.g., Terms of Reference, membership tracking, SOP’s, Governance workflows, Etc.), approving changes to governance group composition, and ensuring coordination between clinical, project, and informatics leadership. The Manager plays a critical role in risk identification, stakeholder engagement, and the integration of governance decisions across project workstreams.

The **PM** will be required to work closely with all other program streams and leads to ensure standardized governance processes and tools are followed across all working groups and committees.

With the support of the rest of the Project Management Team, Clinical Team Lead, and Project Managers the PM will be responsible for:

* Lead the overall compliance of the governance framework for the Symbio Project, ensuring standardized governance processes and tools are followed across all working groups and committees. Provide strategic direction and oversight to the Governance Coordinators and other administrative staff supporting governance activities. Serve as the escalation point for governance-related issues and decision bottlenecks.
* Approve changes in Working Group membership and ensure updates to Terms of Reference (ToRs), distribution lists, and governance documentation are completed in a timely manner.
* Oversee the management of meeting logistics, agendas, and outcomes for all formal governance bodies, ensuring alignment with project objectives.
* Ensure proper documentation and tracking of decisions, actions, risks, and reporting metrics.
* Oversee the preparation and delivery of monthly, quarterly, and ad-hoc governance reports, including:
  + Master attendance records
  + Working group status updates
  + Decisions/action tracking
  + Compensation and resource utilization reporting
* Ensure governance data is accurately maintained in platforms, (JIRA), and shared drives.

The chosen individual’s work will be comprised of a mixture of steady state and project-based efforts.

Some after hours and weekend work may be required for the successful candidate, however, any overtime or work during non-business hours must be approved in advance.

**Department of Health will only consider proposals identifying one candidate for the requested role. If bidding multiple candidates, they MUST be submitted as separate proposals.**

**The Department of Health is looking acquire up to four (4) Project Manager – (Program Governance Manager) for this statement of work.**

The successful proponents will be expected to produce the deliverables described in Section 11.

# Mandatory Requirements

The Department of Health seeks a resource that demonstrates the following Mandatory Requirements.

For mandatory requirements, bidders must provide sufficient detail to allow the evaluators to understand the education, work experience, role, duties, and duration (clearly stating from Month / Year to Month / Year). Failure to provide all required details to verify the experience may result in disqualification of the vendor’s proposal.

\*Bidders must not alter any portion of the Solicitation or associated documents, except for, adding the information requested by the Solicitation. Bids containing clauses additional to the Solicitation that are “qualified” or “conditional” may be rejected.

**Mandatory Requirements**

|  |  |  |
| --- | --- | --- |
| **No.** | **Requirement** | **Required** |
| M1 | Post-secondary education in a health-related discipline. Consideration may be given to those with equivalent training and relevant experience. | Yes |
| M2 | A minimum of three (3) years of experience functioning as a Project Management role, specifically in managing or participating in governance processes for a clinical transformation initiative in a Canadian healthcare setting. Demonstrated Ability to translate governance decisions into project schedules. This must include demonstrated experience in developing and managing governance processes tailored to supporting a clinical information system project (e.g., Clinical Information Systems, EHRs, or digital heath IT transformation projects). | 3+ years |
| M3 | Must have demonstrated a minimum of three (3) years of experience in developing and or maintaining governance documentation (e.g., meeting minutes, ToRs, SOPs, logs). Creating governance reports (monthly, quarterly, ad hoc), and using/maintaining decision/action/risk logs, AND have formal training in dynamic forecast scheduling for healthcare CIS projects. | 3+ years |
| M4 | A minimum of three (3) years of experience acting as a manager overseeing and managing multiple stakeholder groups, multiple concurrent workstreams, governance models, within complex healthcare Clinical information system projects. | 3+ years |
| M5 | The candidate must be available to start work on or about the date specified in Section 8 of the SOW. | Yes |
| M6 | Limit the number of submissions for each vendor to 3. | Yes |

Proposals that do not clearly demonstrate the capability to meet these mandatory requirements will be disqualified from further consideration.

Vendors are requested to respond to this section in the Vendor Response Matrix.

# Scored Requirements

The Department of Health seeks a resource that demonstrates the following scored requirements.

Bidders are requested to provide sufficient detail to allow the evaluators to understand the work experience, role, duties, and duration (clearly stating from Month / Year to Month / Year). Failure to provide all required details to verify the experience may result in disqualification of the vendor’s proposal.

\*Bidders must not alter any portion of the Solicitation or associated documents, except for, adding the information requested by the Solicitation. Bids containing clauses additional to the Solicitation that are “qualified” or “conditional” may be rejected.

**Scored Requirements**

|  |  |  |
| --- | --- | --- |
| **No.** | **Requirement** | **Desired Experience** |
| S1 | Demonstrated experience and proven ability to plan and deliver Governance strategies, approaches and tactics in a complex and dynamic healthcare environment with a high degree of ambiguity in technology-enabled clinical setting. Experience must include planning and executing governance and processes, while showing successful adoption and adherence. | 3+ Years |
| S2 | Demonstrated experience as a Project Management Specialist or Project Management role in a clinical transformation. Including demonstrated experience doing the following.   * Developing and maintaining governance documentation (e.g., meeting minutes, ToRs, Standard Operating Procedures, logs) * Creating and managing governance reports (monthly, quarterly, ad hoc) * Using and maintaining decision/action/risk logs   Provide clear examples of managing governance structures (e.g., steering committees, workgroups), developing ToRs, tracking decisions/actions, coordinating stakeholders, and managing governance escalations. | 3+ Years |
| S3 | In a project governance or program management role within a large, complex organization.  Proven ability to manage governance structures, including:   * Steering committees * Clinical advisory groups * Project and program-level working groups * Experience managing Terms of Reference, decision tracking, action item management, and stakeholder reporting.   Provide examples of producing agendas, meeting minutes, action/decision/risk logs, and governance reports for leadership or steering committees. Timeliness and accuracy emphasized. | 3+ Years |
| S4 | Provide 3 years of demonstrated experience leading or contributing to financial budgeting, forecasting, and multi-year financial planning in a large-scale complex project. Articulate what your efforts were to contribute to these financial functions. | 3+ Years |
| S5 | Provide demonstrated experience and or examples of forecast scheduling for Clinical Information system projects. meetings with executives, clinicians, or interdisciplinary groups when it comes to managing and getting others to adhere to the governance processes you’ve put in place. | 3+ Years |
| S6 | Candidate can demonstrate bilingualism in French and English (Written and verbal), able to lead engagement, communications, and training initiatives in both languages. | Yes |
| S7 | Candidate demonstrates a strong proficiency of Microsoft Office 365 suite (Excel, Word, PowerPoint, Visio, Outlook, Teams), Zoom, and Atlassian’s **JIRA** for tracking actions, decisions, and access requests in a workplace setting with hands on experience. | 3+ Years |
| S8 | Candidate has formal training in Project management methodologies, such as Prosci, APMP, Lean Six Sigma, ADKAR or process improvement training, or equivalent, with the ability to apply structured approaches to organizational Project. | Yes |

Responses to this section will be scored in accordance with the Selection Process identified in Section 13 of this SOW.

Vendors are requested to respond to this section in the Vendor Response Matrix.

# Cost

Proponents MUST provide a per diem rate based on a 7.5-hour workday to complete the services outlined in this SOW and subsequent service agreement.

Cost will be evaluated using the following formula to determine the score for Section 13:

Low price proposal / price on proposal under evaluation x total marks available for price = SCORE

# References

Vendors are requested to include references as per the table included within the Vendor Response Matrix. References may be contacted to validate information provided in the Vendor’s response. In the event a poor reference is received, or in the event references provide information that is different than the information provided in the Vendor’s response, we reserve the right to disqualify the Vendor’s response from further consideration or negatively impact the scoring for Section 4.

If the Department of Health is unable to reach the reference(s) provided, or if references are not provided with the response, Department of Health reserves the right to disqualify the Vendor’s response from further consideration.

The Department of Health reserves the right to contact references other than those provided, who are familiar with the work of the Vendor.

# Reporting Structure

The successful candidate will report to the Program Director within the Transformation Management Office of the Clinical Information Solution Program.

# Duration/Effort

The successful candidate will be required on a full-time basis for a period of two (2) years with two (2) one-year optional renewal periods, commencing November 3rd, 2025 (or earlier if possible) and ending on November 2nd, 2027.

The Department of Health reserves the right to truncate the engagement, as needed.

# Work Location and Travel

The location of work will be remote, but the proponents should be able to travel to the province of New Brunswick at least once a month throughout the project duration.

It is the candidate’s responsibility to pay for the proponent’s travel time and costs to and from their remote location to the required work location in New Brunswick.

While carrying out your assignment in NB, authorized travel, meals, and lodging expenses will be reimbursed at the Province of New Brunswick travel rates net of GST.

# Supplied Devices

The Department of Health will provide credentials and access to necessary software as required to complete the services requested in this Statement of Work.

# Deliverables

The successful proponents must deliver the following, to successfully complete the engagement:

* Develop, maintain, and enforce the overall governance structure, including updated Terms of Reference (ToRs) for all governance bodies.
* Coordinate logistics, agendas, and documentation for governance meetings, ensuring timely follow-up on actions, decisions, and risks.
* Maintain accurate governance body membership records, manage onboarding/offboarding, and ensure appropriate tool access (e.g., JIRA, Confluence).
* Produce and distribute regular reports (monthly, quarterly, ad hoc) covering attendance, action tracking, resource utilization, and key updates.
* Track governance decisions, risks, and action items across workstreams in standardized tools (e.g., JIRA, Confluence).
* Ensure consistent documentation standards and organized storage using Confluence, shared drives, and distribution lists.
* Supervise Governance Coordinators, ensuring consistent application of governance standards and workflows across all groups.
* Identify and implement improvements to governance processes using feedback, metrics, and continuous improvement methods.

The individual will be required to sign a non-disclosure agreement and complete the Department’s Privacy Training prior to commencing the assignment.

# Criteria for Immediate Disqualification

Proponents will be immediately disqualified from the competition if:

* The proposal does not fully demonstrate compliance with the Mandatory Requirements contained in Section 3.
* They do not score at least 70% on the Scored Requirements defined in Section 4.
* They do not score at least 70% on the interview.
* If the Department of Health is unable to reach the reference(s) provided.
* they are unavailable during the timeframe indicated in Section 8.

# Selection Process

Proposals meeting the mandatory requirements identified in Section 3 will be evaluated in accordance with the following criteria:

|  |  |  |
| --- | --- | --- |
| CRITERION | Weight / Points | Minimum Score Required |
| Resource Qualifications | 75 | 70% |
| Cost | 15 | N/A |
| Interview (optional) | 10 | 70% |
| TOTAL | 100 | 70% |

The successful proponents will be the highest scoring proposals meeting all the mandatory and minimum requirements defined within this SOW.

The following *may* be required prior to final selection or award:

* An interview, either in-person or via telephone, may be utilized to verify experience and qualifications.
* Demonstration of documentation produced.
* A confidentiality agreement with the vendor and the vendor’s proposed candidates, and assignment of all intellectual property rights, including copyright, for all deliverables, consultation, and services to GNB.
* Administration of a test to the candidates to gauge practical application of their skills and knowledge.

# Vendor Submission

Vendors are requested to submit the following with their proposal:

* Department of Health Candidate Submission Matrix as detailed in sections 3 and 4.
* Resumes
* Provide references from at least 2 clients for which the proposed resource has provided a service similar in scope and nature to the service required in this SOW. References should be recent and include name, title and contact information, a description of the project, as well as the role and degree of involvement of the proposed resource.
* Proposed Per Diem Rate
* Conflict of Interest

Only the above documents will be reviewed for the purposes of the evaluation. Any additional documentation provided in the proposal besides the above requested may not be considered.

# Conflict of interest

Candidates are requested to complete and return the attached Conflict of Interest form (see Appendix A) with their submission.

The Department of Health may disqualify a proponent for any conduct, situation, or circumstance, determined by the DoH, in its sole and absolute discretion, to constitute a Conflict of Interest.

For the purposes of this SOW, the term “Conflict of Interest” includes, but is not limited to, any situation or circumstance where:

(a) in relation to the Tender process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of the Province in the preparation of its proposal that is not available to other proponents, (ii) communicating with any person with a view to influencing preferred treatment in the Tender process (including but not limited to the lobbying of decision makers involved in the Tender process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive Tender process or render that process non-competitive or unfair; or

(b) in relation to the performance of its contractual obligations under an agreement for the Deliverables, the proponent’s other commitments, relationships, or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

Proponents should disclose the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who participated in the preparation of the proposal; **AND** were employees of the province within twelve (12) months prior to the Submission Deadline.

# Appendix A: Conflict of Interest Declaration

The proponent must select one of the following:

The proponent declares that there is no actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees no actual or potential Conflict of Interest in performing the contractual obligations contemplated in the SOW.

Or

The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the SOW.

If the proponent declares an actual or potential Conflict of Interest, the proponent must set out below details of the actual or potential Conflict of Interest:

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