

Board CV

Michelle offers a proven track record of over 20 years in experience leading organisations and boards through large and complex transformational change programs and projects. Michelle advocates for business led ICT enabled solutions and embedding organisational change management to achieve real and lasting benefits.

Michelle is a strong project/program/portfolio management specialist with a focus on embedding organisational change management when designing and mobilising fit-for-purpose governance, assurance and reporting frameworks. Her ability to quickly understand the business and tailor best practice methodologies to deliver pragmatic project management frameworks is a well recognised strength.

During her career, Michelle has been well exposed to whole-of- government programs with up to \$6billion budgets multiple financial years. Her understanding of government policies and accountabilities enables her to establish robust, transparent, and auditable project management controls including clear performance reporting and decision making responsibilities.

Expertise:

- Portfolio/program/project management
- Governance, assurance, performance reporting
- Strategic and operational risk management
- Stakeholder engagement and organisational change management
- Benefits management Business process design
- Mentoring, coaching, public speaking
- Enterprise systems, integration, data mapping
- Quality processes including Gateway reviews
- Pragmatic problem solver

Industries/sectors:

- Portfolio/program/project management
- Governance, assurance, performance reporting
- Strategic and operational risk management
- Stakeholder engagement and organisational change management
- Benefits management Business process design
- Mentoring, coaching, public speaking
- Enterprise systems, integration, data mapping
- Quality processes including Gateway reviews
- Pragmatic problem solver

<p>Professional Qualifications</p> <ul style="list-style-type: none"> • GradCert Management, QUT, 2000 • Advanced Diploma Project Management , 2007 • Diploma Integrated Risk Management, 2013 • Prince2 (foundation) and MSP (Practitioner), APMG, 2010 • MoP (Practitioner), APMG, 2013 • Benefits Management (Practitioner), APMG, 2015 • CertIV TAE, 2013 	<p>Board & Committees Positions</p> <p>Proxy member, Queensland Health Statewide Risk Advisory Committee (2011)</p> <p>Secretariat, Whole-of-Government GoDigitalQLD Program Management Board (2014)</p> <p>Memberships</p> <p>Women in Technology (2016 - current)</p>	<p>Awards and Publications</p> <p>Queensland Information Technology Project Management Achievement Award, Australian Institute of Project Management (AIPM) for the North Lakes Health Precinct Mobile Technologies Project (2009)</p> <p>Publication Asia Pacific Journal of Health Management - Preparing Community Clinicians for an e-Health Future, (2010)</p>
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Career Summary

Date	Role	Organisation
May 16 – current	Senior Consultant	Calcutta Group
Aug15 – May 16	Senior Project Manager, Electronic Medical Record and Clinical Information Systems	Sunshine Coast Hospital and Health Service
Mar 15 – Aug15	Senior Project Manager, SAP/BI school based salary reporting system replacement project	Department of Education and Training
Oct 14 – Mar 15	Program Manager, GoDigitalQld Program	Department of Science, Information Technology, and Innovation
May 14 – Sep 14	Program Manager, Outpatients Waiting List Reduction Program	Metro North Hospital and Health Service
Sep 13 – Apr 14	Principle Project Consultant	Clarity Business and IT Solutions
Jan 12 – Sep 13	Trainer and Facilitator, Advance Diploma Project Management and Diploma Integrated Risk Management	Interlink Technology Services
Apr 11– Oct 12	Director, Program Governance and Assurance Unit	Health Planning and Infrastructure Division, Queensland Health
2004 - 2011	Program Manager, Business Solutions Unit	Metro North Hospital and Health Service
2007 - 2009	Program Manager, North Lakes Health Precinct Information Technologies Solutions	Metro North Hospital and Health Service
2000 - 2003	Project Manager, Pharmaceutical Benefits Scheme Public Hospital Pilot Project	Redcliffe-Caboolture Hospital and Health Service District
Other project management positions including Implementation Manager, electronic medical records project. Systems Manager, Community and Mental Health Clinical Information Systems data migration and replacements projects		Various departments across Queensland Health

RECENT CAREER DETAILS

Senior Consultant, Calcutta Group

May 16 – current

- Current engagement with Treasury and Department of Communities to develop performance assurance framework, ICT blueprint and program roadmap.
- Most recent completed engagement was a Gateway Strategic assessment of the Advanced Queensland Community Digital Champions Program.

Supporting deliverables:

- Preparing short form proposals
- Leading the preparation for long form proposals
- Advising and developing benefits realisation maps to support a range of business cases
- Assisted in the development of a program plan for an inflight program.

Electronic Medical Record and Clinical Information Systems Project Manager, Aug 15 – May 16 Sunshine Coast Hospital and Health Service

My brief:

I was engaged as the Project Manager to lead and provide project management advice to the Program Manager and Clinical Lead for the EMR scanning project. This project included two implementation sites and electronic view access from all other SCHHS facilities with a capital budget of over \$9m across multiple financial years within the broader ICT Program of the Sunshine Coast University Hospital Program a Public Private Partnership.

Key achievements:

- Engaged key stakeholders to confirm the detailed scope of the project and presented scoping documents, roadmaps, plans on a page to the stakeholder advisory committee.
- Used product based planning to establish the program on a page to support the updated business case.
- Prepared submissions seeking inputs from the Health Information Management Service (HIMS), ICT, and Building Engineering Department. Facilitated the approval from the Chief Information Officer, and project managed the successful completion of the following sub-projects, which were on the critical path, within budget, fit for purpose, and within approved schedule tolerances.
 1. Medical Records Department Refurbishment in readiness for the scanning room
 2. WiFi upgrade to enable mobile access via workstations on wheels at the point of care.
- Senior project manager leading a diverse project team of 20 staff with 7 direct reports and in a matrix management model of operational/professional reporting lines. .
- Built strong relationships with internal and external stakeholders at all levels and gained the respect of senior clinical and administration champions, HIMS, and ICT Services.
- Partnered with the SCHHS organisational change and communications advisors, and HR Workforce business partner to identify the integrated and aligned stakeholder engagement, communications and change implementation activities within the whole Program strategy.
- Mentored and coached the business change team and in partnership with the clinical advisor engaged key stakeholders to complete the high level change impact assessment, stakeholder engagement and communications plan, and the change implementation plan which were approved by the governing committees.
- Worked closely with the Program Manager to manage the procurement process through an Innovation To Offer. Facilitated the finalised of the selection process and negotiation of the contract with the preferred Vendor in collaboration with the procurement team and legal advisors. Arranged the onboarding and induction requirements for the Vendor as well as established the weekly tele/ video conferencing meetings as they were a Melbourne based company.
- Facilitated the implementation planning study workshops with the Vendors with key stakeholders from HIMS, ICT, and the project team.
- Engaged with the local ICT and HIMS management to provide the framework for the transition to business as usual activities using a detailed RACI model.

SAP/BI Project Manager, Department of Education and Training

Mar 15 – Aug 15

My brief:

I was engaged for a fixed term project to be delivered in 6 months. I provided project management advice and support to Executive Director, Finance Services as the Project Sponsor and the senior leads of the Project Steering Committee. I provided tailored project management leading the project team and business through the final development and testing phases of a School Based Salaries replacement reporting solution with an integrated BI solution interfacing to source of truth data from SAP. The budget for this project was \$500,000 supporting a program of \$4b school based salaries

reporting. I managed the successful delivery of the project using a range of core project controls tools to track and report against scope, budget, time, and quality tolerances. Feedback from the Director, Finance Business Systems, and the Executive Director was that my expert project management and stakeholder engagement delivered exactly to their brief.

Key achievements:

- Reviewed and rebaselined the schedule through full and open engagement with the business representatives, developers, technical systems managers, and BA's.
- Provided advice and recommendations to the Director, Finance Business Systems as the Senior Supplier and the Executive Director, Finance Service (Project Sponsor) to ensure the project was delivered within approved tolerances.
- Presented to the Board and obtained approval to proceed with the new baseline plan.
- Formalised Project Board arrangements, associated assurance artefacts, and provision of a meaningful progress reporting. Feedback from executive and Project Sponsor was that this information for factual and timely enabling informed decision making by the Board
- Developed end to end solution model for the development, system integration testing, user acceptance testing, and cutover to production.
- Managed, mentored, and coached key project team members in the day to day deliverables.
- Engaged with external stakeholder responsible for delivering key activities.
- Collaborated with the Test Manager to prepare entry and exit criteria, track progress, risks, identified alternative approaches in line with defect severity and presented these to the Project and Change Boards for approval.
- Facilitated the benefits realisation plan and handover to BAU arrangements using a RACI tool.
- Successfully achieved exit criteria from UAT and entry to deployment to the expectations of the Project Sponsor.
- Produced all the project management products according to the department's ICT Project lifecycle.
- On behalf of the Executive Director I also conducted early scoping for three potential projects. I facilitated a high level scan/assessment of the current situation by engaging and bringing together the key stakeholder and prepared concept briefs which were submitted to the ICT Board for consideration in the next funding cycle.

Program Manager, Department of Science, IT, and Innovation

Oct 14 – Mar 15

My brief:

The Executive Director, Digital Economy and Productivity engaged me to establish the program management arrangements for the GoDigital Queensland Strategy and Action Plan approximately \$4m across multiple financial years.

Key achievements:

- Designed and mobilised the governance, assurance and reporting for the \$4m program over multiple financial years by engaging with key stakeholders across nine other government departments.
- Delivered tailored project management frameworks and built associated internal capabilities.

Supporting deliverables:

- Engaged with the Assistant Director-General/SRO to convene the Program Board and a Program Assurance Committee, with terms of reference and membership including executives from all other government agencies and external business.
- Prepared a Whole of Government Program Management Plan by engaging with key stakeholders internal to DSIT, external with eight other government departments, and with private business partners for a three year action plan of over 50 initiatives.

- Aligned the action plan into tranches and authority groupings within DSITI and external to DSITI.
- Facilitated benefits realisation workshops with senior government and business partner stakeholders and prepared the benefits management plan as an attachment to the Program Management Plan.
- Negotiated approval of the Program Management Plan with the SRO and Board members including the following core artefacts:
 - project, program, and portfolio structure, roles and responsibilities (individuals and committees)
 - roadmap for the delivery for projects within tranches using a critical path approach
 - integrated risk and issue management with an initial strategic risk assessment completed
 - program budget management
 - organisational change management including stakeholder engagement and communications plan
 - project management and delivery standards, process, and tools,
 - change management and escalation by exception
 - performance reporting structure
 - business process readiness and handover to business as usual requirements
- Provided Program level reporting against the budget, deliverables, schedule, benefits realisation to the Program Board.
- Prepared on behalf of the Director, various ministerial briefing notes and status reports.
- Developed and delivered project management minimum standards templates including a project implementation plan, tracking work book including schedule, budget, benefits, risks and issues, stakeholder and communications, change request form, status reporting, project closure report.
- Coached and mentored project managers in the use of these and facilitated a workshop for one of the sub-actions with a program of work spanning three regional areas.

Program Manager, Metro North Hospital and Health Service

May 14 – Sep 14

My brief:

The Office of the Chief Executive engaged me as a program manager within the PMO for whole of department initiatives including delivery of the 2014 Health Service Plan and the improving outpatient access initiative across five hospitals to reduce the number of outpatients waiting longer than the clinical target.

Key achievements:

- Partnered with site project managers to establish the program management arrangements for the Improving Outpatient Access initiative. This Program included leveraging activities across the four large hospitals, engaging with private partners, redesigning business change processes, and piloting a number of system options.
- Assisted in contract negotiations with third party vendors to provide a call centre and mail out campaigns.
- Established the next tranche delivery for the MNHHS 2014 Health Service Strategy. Assessed the findings from the first tranche, engaged openly with project delivery team, Project Executive to understand the project environment including the culture and concerns.
- Developed a roadmap and SCRUM approach to manage the delivery, risks, engagement, and progress reporting to the Board and Chief Executive.
- Mentored and coached internal staff developing project management capabilities.
- Built strong relationships with clients, clinicians, executive (internal and external partners).

- Facilitated scoping workshop with senior medical officers, nursing staff, administration, and IT to map an end to end process for a clinical reporting system.
- Conducted health checks for a high risk and complex project and prepared and presented findings and recommends to the Chief Operations Officer.
- Prepared concept briefs, governance and implementation approach, supporting schedule, estimated costs to undertake the project, related projects, risks and issues, benefits measures and tracking.

Principle Project Consultant, Clarity Business and IT Solutions

Sep 13 – Apr 14

My brief:

I was engaged to establish project management processes for the development and delivery of an integrated clinical information and medical devices project to support a GP super clinic.

Key achievements:

- Conducted a project health check and provided recommendations to the Project Sponsor to recover and build internal capability.
- Recovered a program of works and established necessary project management governance and delivery processes.
- Mentored and coached technical PM, BA's, and developers to build internal capability for ongoing management within their existing structure.
- Engaged key stakeholders and formalised partnership arrangement with external groups.
- Partnered with NEHTA, IT and secure messaging vendors, Medicare Locals, Medicare department.
- Facilitated strategic risk assessment sessions, developed management plans and reporting processes for the Project Sponsor.
- Established stakeholder engagement plans and facilitated iterative demonstrations for active feedback.
- Developed a baseline benefits realisation plan.
- Developed user acceptance testing approach and associated business readiness requirements.

Trainer and Facilitator- Interlink Technology Services

Jan 12 – Sep 13

Key deliverables:

- Assisted in the review of the curriculum for Advanced Diploma of Project Management for year 12 students and co-delivered the program.
- Delivered the Advanced Diploma of Project Management with year 12 students and marked assignments.
- Co-facilitated workshops to identify whole of program risks and delivered the Diploma of Integrated Risk Management course to Department of Human Services, Canberra.

Director, Program Governance and Assurance Unit

Health Planning and Infrastructure Division, Queensland Health

Apr 11 – Oct 12

My brief

I was appointed to lead and manage the PMO governance and assurance unit of Queensland Health's \$64b capital infrastructure and maintenance program.

Key achievements:

- Negotiated with DDG approval the review and implementation of a re-aligned Statewide Portfolio, Program and Project Management Policy.

- Proxy for the Deputy Director General at the Statewide Risk Management Advisory Committee and ICT Committee. Risk Management champion to support other corporate departments implement the Enterprise Framework.
- Engaged with senior executives for the Statewide Infrastructure Transition Project as part of the Health Reform and facilitated the consolidation of the strategic risk profile.
- Provided advice to the Senior Director to review the program reporting systems including performance metrics, data definitions, systems, and quality control processes.
- Produced the internal project controls around governance, assurance, and performance reporting.
- Consulted the Financial Management Team regarding budget reporting within the program status reports
- Liaised with the DG and Ministers Officer to ensure timely and accurate reporting.
- Partnered with the Department of Housing and Public Works and legal services to review and develop a service level agreement.
- Led the development and delivery of a project management training program targeting middle and senior project managers.
- Engaged with HR to restructure the team of 10 into functional areas to increase diversity and mobilisation within the PMO. This required a careful management, clear and timely engagement and strategies to support staff through the changes.

Other project management positions within Queensland Health

- Established the PMO, pipeline management, and integrated project controls for the Business solutions Unit within the Metro North Hospital and Health Service.
 - Provided the client side ICT project management for redevelopment and relocation of service facilities.
 - Building Engineering Management systems including fleet management and capital maintenance management systems.
 - Provided software vendor management for operational support and maintenance services against SLAs.
 - Managed the testing phase and tracking of issues resolutions between client, local IT, and vendor against the contract or SLA post implementation.
 - Prepared and submitted multiple funding submissions and successfully secured funding for initiatives such as rural telehealth project and an outpatient check-in kiosk project.
 - Major integration programs including pathology public and private, medical imaging private systems connectivity and public hospital infrastructure upgrade projects
 - North Lakes Health Precinct Information Technologies Solutions including implementation of a:
 - A mobile and fully battery operation devices including printers for home visiting.
 - Replacement clinical information management system including Commonwealth home and community care activity reporting
 - Expansion of enterprise wide hospital based appointment scheduling
 - Client side infrastructure, telephony, and AV management
 - Project Manager, Pharmaceutical Benefits Scheme Public Hospital Pilot Project including the replacement of an outdated stock management system.
 - Systems Manager, Community and Mental Health Clinical Information Systems data migration and replacements projects
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