

NICHOLA MANNING

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QUALIFICATION HIGHLIGHTS

Skilled in developing effective and collaborative working relationships with internal and external stakeholders.

Extensive project and program management experience including strategic planning, policy development & evaluation.

Direct responsibility for initiating innovative actions to maximize value for money.

Effective leadership philosophy focusing on empowerment, recognition and staff development.

PROFESSIONAL EXPERIENCE

President, NM Consulting Inc

July 2017 – Present

- ♦ With extensive experience in social programming in the areas of employment, health and welfare, Nichola recently incorporated as a management consultant. In this role she is contracting to public, non-for-profit and private organizations offering advice on leadership, change management, project and program management, strategic planning, stakeholder engagement, communications, policy development, and evaluation.
- ♦ Board Director – Pacific Centre Family Services Association, Family Caregivers of BC

Assistant Deputy Minister, Employment & Labour Market Services Division

September 2013 – July 2017

Ministry of Social Development & Social Innovation

- ♦ Responsible for employment programs and services and the strategic relationship between the federal government, provincial labour ministries, employment service providers and other relevant stakeholders. Primary accountabilities:
 - ◇ Leading the Employment Program of BC and related WorkBC Employment Service Centre contracts.
 - ◇ Negotiating the annual Labour Market Development Agreement with the federal government (\$300M annually).
 - ◇ Ministry representative at the Labour Market Priorities Board with responsibility to implement the *BC Jobs Plan* and the *Skills for Jobs Blueprint* and other associated employment initiatives.
 - ◇ Leading the development and implementation of the Single Parent Employment Initiative, aimed at supporting single parents on income assistance transition to the workplace.
 - ◇ Leading the implementation of the Services to Adults with Developmental Disabilities program, an initiative supporting transitioning youth with developmental disabilities into adulthood.

Assistant Deputy Minister, Medical Services Health Human Resource Division

February 2012 – September 2013

Ministry of Health Services

- ♦ Responsible for oversight of the Medical Services Plan and strategic relationship between government, health authorities, physician associations and professional organizations. Also provided the linkage between the Ministry and health authorities for health human resources planning for physicians, nurses and allied health care professionals. Led priority projects related to the provision of laboratory & diagnostic imaging as well as primary health care redesign.
- ♦ Oversaw development and implementation of multiple programs and initiative. Highlights include: the Physician Master Agreement negotiations; A GP for Me – Patient Attachment Initiative; the Nurse Practitioners for BC program; the Laboratory Reform Committee process to revitalize in-patient and out-patient lab services; and the role of Executive Lead for the government response to the 2012 anesthesia service withdrawal.

Executive Director, Primary Health Care & Specialist Services Branch

August 2011 – February 2012

Ministry of Health Services

- ◆ Chair, General Practice Services Committee (\$190M annual expenditure). Responsible for Divisions of Family Practice, Patient Attachment Initiative, Full Service Family Practice Initiative and Primary Health Care reform.
- ◆ Chair, Specialist Services Committee (\$45M annual expenditure). Responsible for the allocation of new Specialist fee-for-service funding, lean redesign, scholarship funding, and Specialist involvement with Divisions of Family Practice.
- ◆ Executive lead for Patients as Partners Initiative – giving patients voice, choice & representation in health care.
- ◆ Guest lecturer at Simon Fraser University School of Business, Physician Leadership Program.

Executive Director, Medical Services Branch

February 2011 – August 2011

Ministry of Health Services

- ◆ Executive Lead for the development and implementation of policy for fee-for-service physician compensation, diagnostic facilities licensing, provincial beneficiary policy and other provincial policy of the Medical Services Plan.
- ◆ Responsible for monitoring the expenditure of \$3 billion related to the Medical Services Plan.
- ◆ Chair, Guidelines & Protocols Advisory Committee - developed evidence-based clinical practice guidelines & protocols.
- ◆ Member of the Shared Care Committee – promoted integrated service delivery between Specialists and General Practitioners.

Director, Physician Engagement & Priority Initiatives, Medical Services Branch

March 2007 – February 2011

Ministry of Health Services

- ◆ Responsible for the development, implementation and evaluation of priority projects for the Medical Services Branch. Involved engaging and collaborating with physician stakeholder groups to seek consensus.
- ◆ Divisional lead for the H1N1 Influenza Pandemic response.
- ◆ Divisional lead for clinical prevention. Developed and implemented the Prescription for Health Program.
- ◆ Responsible for developing compensation model for Nurse Practitioners working in primary health care settings.
- ◆ Engaged with the Section of Emergency Medicine to develop the *Emergency Department Overcrowding Solutions Framework*.
- ◆ Lead in working with the BC Anesthesiologists' Society to resolve issues regarding compensation, 24/7 obstetrical anesthesia and clinical innovation. Negotiated the *2009 Memorandum of Understanding for Obstetrical Anesthesia*.

Director, Guidelines & Priority Projects, Medical Services Branch

March 2007 – February 2009

Ministry of Health Services

- ◆ Managed a research team and led the development and implementation of evidence-based clinical practice guidelines and protocols on behalf of the Guidelines and Protocols Advisory Committee.
- ◆ Developed and implemented the Family Physicians for BC program, a \$10M recruitment and retention program.
- ◆ Developed and implemented the Maternity Care for BC program, a physician obstetrical upgrade program.

Director, Medical Services Information Analysis, Medical Services Branch

July 2004 – March 2006

Ministry of Health

- ◆ Managed and coordinated 25+ new initiatives stemming from the *2004 Physician Working Agreement*.
- ◆ Responsible for extra billing case review of reported inappropriate physician billings.
- ◆ Managed issues related to maternity care. Oversaw the development of the Maternity Care Enhancement Project.

Manager, Provincial Priorities Branch, Performance Management & Improvement Division

May 2000 – August 2003

Ministry of Health

- ◆ Developed and implemented BCbedline, a program for transferring and repatriating hospital patients.
- ◆ Managed divisional priority projects related to change or innovation in health service delivery including: the BC Ambulance Service Government & Operational Review Project, the Provincial Emergency Services Review Project, and the Provincial Surgical & Procedural Services Review Project.
- ◆ Managed files related to: Midwifery, Contingency Planning for Physician Job Action, and Telehealth.
- ◆ Seconded by the Yukon Government to provide advice regarding contingency planning for physician job action.

Consultant, Tertiary Services Branch, Regional Programs Division
October 1999 – May 2000 **Ministry of Health**

- ◆ Member of joint Ministry, BC Nurses Union and Health Employers Association committee to develop *Assess and Intervene, A Report to the Minister of Health on the Recruitment and Retention of Registered Nurses and Registered Psychiatric Nurses*.

Research Officer, Performance Management and Policy Development Division
May 1998-September 1999 **Ministry of Health**

- ◆ Authored the *Environmental Scan of Advanced Nursing Practice in British Columbia*. In addition to being my MPA Masters thesis, the *Environmental Scan* was the Ministry's inaugural examination of the role of the Nurse Practitioner and the potential fit of advance practice nursing within the BC healthcare system context. Nurse Practitioners eventually became a regulated health profession in 2006.

SKILLS & ABILITIES

- ◆ Project management (initiation, budgeting, planning, implementation, evaluation, ongoing program monitoring)
- ◆ Contract management (contract development, monitoring and evaluation)
- ◆ Budget management (planning, development, monitoring and evaluation)
- ◆ Human resources management (staff supervision, job description development, interview question development, candidate interviews)
- ◆ Project/program marketing, promotion and communications
- ◆ Inter-governmental relations
- ◆ Leadership development
- ◆ Strategic planning
- ◆ Development of performance indicators and measures
- ◆ Program and policy initiation, development, implementation, orientation, monitoring and evaluation
- ◆ Priority issue management (identification, response, planning and implementation)
- ◆ Contingency planning and risk management
- ◆ Contract negotiations, contract management and monitoring
- ◆ Collaboration with professional associations, colleges and unions
- ◆ Committee coordination, planning, management, facilitation and participation (terms of reference development, membership selection, secretariat functions, chairperson)
- ◆ Written communications (briefing notes, letters, memos, estimates notes, minutes, literature reviews, environmental scans, analytical reports, terms of reference, newsletters, cabinet submissions, fact sheets, evaluation plans, business cases, speeches, document editing, historical research, cost-benefit analysis)
- ◆ Verbal communications (stakeholder management, client / patient relations, public speaking, presentation development and delivery)

EDUCATION

Masters of Public Administration

Thesis: "An Environmental Scan of Advanced Nursing Practice in British Columbia"
University of Victoria
1997 - 1999

Bachelor of Arts & Science

History Major, Sociology Minor (Honors Distinction)
University of Victoria
1992 - 1996

PROFESSIONAL DEVELOPMENT

- ◆ Narrative 360 Review, 2016
- ◆ Executive Coaching – Inspired Results, October 2010 to present
- ◆ Public Service Agency ADM Mentorship program, May 2012 to July 2017
- ◆ Executive Role in Information Sharing, 2016
- ◆ Fierce Conversations for Executive Leaders, 2015
- ◆ Financial Expense Authority Training, 2010, 2016
- ◆ CWI Women in Leadership Conference, 2013
- ◆ Public Service Agency Supervisors Conference, 2012