

ABOUT SHAWN

Shawn Porter is a former Consulting Equity Partner with PwC, a "Big 4" Services Firm. For over 20 years, he has helped government and healthcare Sector clients develop strategies, identify business opportunities, and understand the change and risk requirements. He has worked with hundreds of clients to plan, execute, and sustain solutions to drive value.

Through Porter Management Consulting, Shawn has a practice focused on Innovation Management Consulting, where he helps enterprise clients incorporate innovative practices, functions, and tools into their corporate culture.

Before this, Shawn spent three years leading the establishment of the Province of Nova Scotia Public Sector Innovation Garage, Canada's first of its kind. The Innovation Garage is an 'accelerator' lab where advanced analytics, mobile, and cognitive (AI) technologies are paired with human-centred design methods—solving some of the Government's most complex challenges.

20⁺ years of experience

EDUCATION

- **2004: Master's in business administration, Saint Mary's University**
- **1994: Bachelor of Business Administration, Cape Breton University**

SELECT DEMONSTRATED OUTCOMES

I was responsible for delivering hundreds of public and healthcare sector career projects.

I led the setup and operation of the PNS Public Sector Innovation Garage – the first in Canada.

I was the Lead Partner for the PwC Atlantic Consulting Practice establishment and growth – from nothing to 80+ employees (45 employees + 35-50 contract consultants) and \$15M in Revenue with 30% Gross Profit.

WHAT MAKES SHAWN VALUABLE?

Shawn has "hands-on" leadership experience in driving value at an enterprise-scale with governments and healthcare clients.

Shawn has a deep and current understanding of how modern technology and delivery methods can drive client value in the face of everyday demands. (I.e., mobile, advanced analytics, cognitive (AI) and human-centred design methods.

Shawn has the demonstrated capabilities to drive client value in complex, "multi-agenda" environments.

PROFESSIONAL DESIGNATIONS & AWARDS

- **2007:** Certified Management Consultant (CMC), Institute of Certified Management Consultants
- **2007:** John Turner Memorial Award – Highest CMC Exam Mark in Atlantic Canada

SELECT PUBLIC SECTOR EXPERIENCE

Crown Corporation – New Brunswick Power

Opportunity Assessment for a Field Services Artificial Intelligence (AI) Application

NB Power is facing dramatic increases in the cost of maintaining and upgrading geographically distributed infrastructure to support transmission and distribution across the province. Working with various market partners, the team created an AI-based solution. The solution, supported by a world-class AI platform, empowers all New Brunswickers to participate in and benefit from the sustainability and reliability of the provincial energy infrastructure.

The opportunity assessment aims to identify external market opportunities where this native NB Power solution could generate incremental, non-traditional revenue streams. Once the market opportunities are identified, a strategic action plan is created to access the business opportunities.

Emerging Technology Innovation Group – Plan and Blueprint

The pace of change and ratepayers' demands are ever-increasing. These forces create challenges for highly regulated entities such as NB Power. The legacy approach has been static by modern standards for over a century.

Incorporating digital technologies and methods into day-to-day services is paramount for electrical utilities.

The critical business question is to answer the question, "How can NB Power incorporate new approaches to servicing customers within the

highly regulated environment in which it must operate?"

Shawn led the process that solved and answered this question. The solution included defined processes and tools needed to execute the Centre. The key deliverable is structured in an actionable blueprint that defines the new Centre for Emerging Technology. The blueprint and supporting documentation are designed for the public sector and highly regulated operations. Further, the team produced a governance model and human capital structure, and an innovation ecosystem was defined. Finally, a sequenced action plan to guide the establishment and sustainment of the Centre was developed.

Province of Nova Scotia Innovation Garage

In 2017, Nova Scotia partnered with IBM Canada to establish Canada's first Public Sector Innovation Garage. This physical space is separate from the Government and is considered the most complex Public Sector challenge.

Shawn was hired to lead the Public Sector Innovation Garage from concept to reality. The work scope included finishing the legal aspects, governance, and operations, creating the project portfolio, delivering the projects, and maintaining client satisfaction.

Some of the challenges the Garage has addressed are highlighted below.

Saving Lives - Finding and Accessing Automated External Defibrillators

It is currently impossible to locate an AED on any consistent basis in the event of an emergency, nor can our emergency response people (i.e., 911 services) provide any guidance or insight to the individual(s) in distress. The prototype consists of a mobile application (IOS) and an Internet of things enabled hardware prototype (including a

Defibrillator). The result is locating the nearest AED and knowing it is available and accessible. Once integrated into the core response capabilities, such as 911 emergency services, lives will be saved that otherwise will not.

Keeping Employees Safe in a Dangerous Time

We designed a mobile safety application for Nova Scotia's Public Sector employees that puts safety protocols in the hands of each employee and empowers them to call for help or report a safety issue. The Province of Nova Scotia implemented the first mobile application.

Increasing Nova Scotia's Competitive Position in Recruiting Doctors

We have modernized the process of recruiting Doctors to Nova Scotia. Using human-centred design methods, the various stakeholder groups revamped how we identify, communicate with and recruit Physicians. The work focused on creating a differentiated position for Nova Scotia as a professional destination for medical students.

Making sure every Nova Scotian has Control and Access to their immunization information

They developed a mobile application to put immunization information in the hands of every Nova Scotian. Every person can access their personal immunization information, view anything missing, and schedule an immunization. Over time, they were creating a safer population.

Making Sure Nova Scotians Don't Pay More Taxes Due to Fraud in Programs

They identified and recovered tax revenues owed to Nova Scotians. The team identified fraudulent transactions using Artificial Intelligence, internal program data, and external sources. The result

was millions of dollars in recoverable tax revenues.

A new virtual operating room (OR) was created using augmented reality and the OR design plans. It allowed surgeons and nurses to stand in the OR virtually before it was built, input design changes, and avoid costly, after-the-fact construction costs.

There is an enormous amount of process ("Red Tape") for businesses in Nova Scotia. It is an issue that thwarts growth, and the Government continues to add to the problem with its disjointed approach to new policy and regulation. The "Red Tape" experience is made worse by decisions that do not consider the full impact of their implementation. Using artificial intelligence, a solution was developed to understand the consequences of a new system or law on the broader business experience.

Provincial Governments and the State of Maine

Atlantica Bioenergy Task Force – Strategic Bioenergy Best Practices Study (22 Stakeholder Groups)

– As the project manager, Shawn was responsible for all aspects of PwC's client management and delivery of Services, including the day-to-day delivery of the project. The large seven-figure fixed-price project was delivered on time and within budget.

The Atlantica Bioenergy Task Force was established in response to a unifying challenge – how to ensure the future sustainability and prosperity of the forest products industry across three jurisdictions: Nova Scotia, New Brunswick, and the state of Maine, which constitute the 'Atlantica' Region.

The task force comprised the regional Government, industry, utilities, federal and local organizations, and post-secondary institutions. Building on consultations conducted within the task force, a comprehensive best practices study (the

"Study") was identified as a foundational next step for the task force. PwC was commissioned to complete the study to understand the challenges and opportunities facing the forest products industry and provide specific, actionable recommendations for the industry's next steps.

Province of Nova Scotia Enterprise Information Management and Technology Strategy (18 Stakeholders

Groups) – The Province had newly formed the Chief Information Officer as an initial step in centralizing Information Management and Technology services and management functions. Never before had the Province established such a central role, and it required an enterprise-level strategy to bind the 18 departmental stakeholders together on a common path forward.

Shawn led the project with the Chief Information Officer to plan, design and facilitate the implementation of the strategy. The activities included executive facilitation, workshop facilitation (RACI development), and technical planning. The project's outcome was a strategy document for external presentation, an operational strategy deliverable for the various government departments, and a detailed roadmap and project portfolio.

Province of Nova Scotia Data Centre Strategy (18 Stakeholder Groups)

– As the province continued to find the balance between centralized and federated management models, they required a common approach to deciding and managing how they would address their data center requirements. The project resulted in a recommended strategy, including detailed costing down to the site level.

Strategic Review of the Province of Nova Scotia ICT Governance Model (18 Stakeholder Groups)

– As the Province moved from a decentralized IT operational structure to a federated approach, it had to formalize how strategic, functional, and support decisions would be made relative to the ICT investment. Shawn was the project manager responsible for the project, which included designing the strategic change aspects and facilitating the departmental stakeholders. The project's result was a structured ICT Governance model supporting various committees and governance processes.

Strategic Review of the Nova Scotia Department of Education Capital Projects Process

– The Department of Education runs a portfolio of large capital projects, namely the construction and renovation of schools. The Department was experiencing problems with projects running over budget and schedule. Shawn was the project manager who led the review project to understand the issues and recommend a solution. The result of the project was a series of recommendations that ranged from strategic to tactical.

Nova Scotia Power IT Outsource Review and Negotiation Support

– The IT Outsource contract was approaching a renewal date. Nova Scotia Power desired a critical review of the agreement from an objective third party. The study focused on updating the deal to reflect the current operating scenario and industry norms. Shawn was the project manager who led and supported the client in the contract negotiation process. A balanced contract was established and designed for effective management going forward.

Province of Nova Scotia Portal Planning and Implementation

- Shawn helped the Chief Information Office and Service

Nova Scotia's Provincial Portal Implementation project plan an initial implementation phase to support the portal's strategic direction. The engagement scope was to work within the multi-stakeholder and vendor project environment to develop a joint implementation plan and then oversee its execution using SAP technologies.

Province of Nova Scotia SAP Enterprise Portal Service Delivery

Model Development - Shawn was the Project manager responsible for developing an Enterprise Portal Service Delivery Model on behalf of the Province and delivering all aspects of this engagement, including all aspects of leadership and delivery. As the Province executed its enterprise strategy, establishing the Enterprise Portal, how it was to be supported, operated, and governed had to be defined. These efforts culminated in a Service Delivery Model that spanned the Provincial Enterprise. The initiative focused on developing the service delivery model through a consultative process, including governance, operations, and service support for the province-wide enterprise portal.

Halifax Regional Municipality

Information, Communication & Technology (ICT) Governance Model -

Shawn worked collaboratively with HRM stakeholders to develop the HRM ICT Governance Model. The initiative focused on establishing a cross-stakeholder leadership group to set strategic and operational priorities for its ICT functions. The group administered the enterprise financial budgets, established strategic direction, and oversaw operations while assuming the enterprise project portfolio accountability. In support of the group, Shawn developed a Governance Model that included terms of reference, a launch plan, roles, responsibilities, processes, and reporting structures.

Professional Services Strategy

Development - Shawn worked collaboratively with HRM to develop a Professional Services Strategy. The project was focused on working with the client leadership to design a new HRM Professional Services Group. We created a vision for the Professional Services Group, which was defined in consultation with key stakeholders. Following this, governance, operational, and technical requirements were documented. Finally, the team executed a plan to achieve the Professional Services Group's initial introduction and manage the service offering's ongoing evolution.

Municipal Portal Strategy

Development - Shawn assisted HRM in developing an enterprise Portal Strategy. The project was to create and communicate a shared vision for the citizen-focused municipal Portal. To support the portal concept, a strategic and operational plan was designed for the initial implementation phase and the portal's ongoing development.

Operations Planning Process

Development and Plan Facilitation -

Shawn worked with the HRM Management Team to develop the ICT Business Unit's Operational Planning Process. The result was defining a strategy that reflected the existing successes while building the core processes and outcomes for future operations management.

Electronic Service Portal Design and Implementation

Implementation - Shawn was responsible for the HRM e-services Portal Implementation program. He managed the overall program and day-to-day project activities, created reusable business models, tools, and templates, and assisted in the iterative rollout of multiple electronic services. The initial "proof of concept" application was the online and interactive voice response (IVR) payment of parking tickets.

As the project manager for HRM's Online Strategy and Migration Plan initiative, Shawn was responsible for overall project management and day-to-day activities. As the HRM online channel grew in importance, it required modernization and a refresh of tools and content. This project produced a strategy deliverable that reviewed the current online channel, envisioned the next stage of evolution, and defined the blueprint to achieve the vision.

The City of Hamilton and the Town of Oakville

Electronic Recreation Registration

Implementation - As the project manager for the City of Hamilton's eRegistration Implementation program, Shawn was responsible for overall program management and day-to-day project activities. The City of Hamilton elected to implement an electronic means for citizens to research and register for the City's various recreation programs. The intent was to provide a self-service channel to augment the traditional service delivery model, thereby increasing the citizen's service level while reducing the overall service cost to the city. This implementation is part of the City's broader municipal portal initiative.

Peoplesoft Enterprise One Financials and Human Resource Implementation

- As the project manager for the Town of Oakville's Enterprise One Implementation program, Shawn was responsible for all client services, including overall client management and day-to-day project activities. The Town chose Enterprise One Financials and Human Resource modules for implementation as their core ERP solution. Shawn managed all aspects of the project and transitioned it into an operational state.

SELECT HEALTHCARE EXPERIENCE

Ontario Health System

'OntarioMD.ca' Information

Management Program - Focused on the Physicians in Ontario (26,000) have a budget of \$27M and three primary stakeholders, including the Ministry of Health and Long-Term Care, the predeceasing organizations eHealth Ontario, and the Ontario Medical Association. The stakeholder group included technology vendors, health providers, private and public labs, and educational institutions. We designed a web-based information program to enable physicians with a single solution portal. The scope included vision, strategy, governance, requirements, change management, stakeholder management, adoption outcomes, technology selection, procurement and implementation, post-implementation support, design, staffing, and "going live" with a discrete operational, legal entity, OntarioMD. This entity would provide ongoing support and form the foundation upon which health service delivery and information management could evolve. Establishing this entity required a complex legal agreement and negotiation process between the three primary stakeholders.

'OntarioMD.ca' Tier 1 Service Desk

Design and Implementation - Moving the Physicians of Ontario, using a virtual information management platform, drove new support requirements for the health system, including 1800 support 24 hours per day, seven days per week. There was nothing like this at the time in Healthcare in Canada, so we developed the economic model, designed service parameters, and implemented the OntarioMD service desk where physicians could get support anytime they required it relative to the information management platform. The service desk's success expanded the scope to address the Ontario health system's full network support.

Ontario Lab Information System

(OLIS) – As a major subcontractor to Cap Gemini, Shawn led the systems integration team assigned to this strategic health initiative. The Ministry of Health and Long-Term Care recognized the opportunity to improve the operation of the Ontario Healthcare System's laboratory function, including both public and private labs. The initial phase of this long-term initiative planned and architected an integrated solution to transform the process of ordering, viewing, and sharing patient lab results. The project business case defined tens of millions in cost savings while enhancing care delivery quality.

Healthcare Information Management Registry Business Requirements

Definition - Establishing an accurate, reliable data registry of the broader system's vital public and private stakeholders was a core piece of the health transformation portfolio in the Ontario health system. The registry formed one of the foundational pieces of the health information system focused on enabling more communication and collaboration across the healthcare sector, resulting in more efficient and higher-quality health service delivery. This project's primary scope was to show the registry with a clean data set and define the sustainability processes and policies to manage it effectively.

Clinical Information System "One Person One Record Phase 0", Planning and Procurement:

Department of Health & Wellness – The province is undergoing a complete health system transformation, including consolidating health districts and solutions supporting health delivery. Core to the change is the selection, procurement, and implementation planning of a Clinical Information System to support the local health sector.

Nova Scotia Health System

Section 5025 Readiness Assessment:

HITSNS - The health IT environment in Nova Scotia experienced a great deal of change. During this transition, responsibilities were moved, infrastructure decisions were made, and new service models were drafted. We were engaged to review the infrastructure controls supporting the Nova Scotia Hospital Information Systems ("NSHIS") and Vision applications under the Canadian Institute of Chartered Accountants ("CICA") Section 5025, Standards for Assurance. Engagements Other Than Audits of Financial Statements and Other Historical Financial Information. The review identified control gaps and developed a detailed remediation plan that, when executed, would ensure a successful audit the following fiscal year.

Operational Review of the HITS-NS Program

The HITS-NS program was established to provide a consistent and familiar support group for the core technical solutions of the Nova Scotia Health System. As the project manager, Shawn led the project in conducting an operational review of the program and assessing the value being delivered relative to its mandate. The study focused on the program's strategic, functional, and financial aspects, resulting in a gap analysis. Supporting recommendations were developed, and an action plan to implement the recommendations was created.

Support Model Design: Provincial SAP Project (HASP): Department of

Health and Wellness – The Province was completing a project to implement an enterprise-comprehensive SAP solution for healthcare. The project's scope was financials, Materials Management, and HR /Payroll. We worked with the implementation partner and the health stakeholders to design the operational unit to

support the health stakeholders relative to the SAP solution. The design work considered all support layers from Tier 1/self-serve to the Tier 3 technical support required. It included physical space, staffing requirements from a skill set perspective and FTE numbers, and establishing baseline operating and capital budgets.

Information Management Strategic

Review: CDHA – The growing demands on the health system in Nova Scotia demand reliable data and information to support "evidence-based" decision-making. Thus, we conducted a strategic review of the information management function and decision support unit of the Capital District Health Authority. The study encompassed all aspects of information management in the DHA, including functional, technical, and data.

Peoplesoft 8.0 Budgets Module

Project Assurance Review: CDHA – The District Health Authority had a stalled module implementation in the technology implementation process. We were engaged in troubleshooting the performance, replanned the project, and then ensured it was delivered.

Service Process Re-engineering Program Assurance Review: CDHA –

The DHA had embarked on an enterprise-wide re-engineering program with a \$40+M budget to drive process and service efficiencies across the DHA. From the Board of Directors, the plan was vastly over budget and schedule. They also became aware of material governance issues with the quality and content of the information provided as part of the gated approval process for project capital. We were engaged to perform a strategic assurance review to validate, discover, and recommend a path to mitigating risk relative to the Board Directors' concerns. The study did find material procurement, legal, information gaps, overall governance, delivery process,

budgeting, and resourcing issues with the program.

ICT Project Management Office

Assurance Review: CDHA – To drive service enhancements and replace legacy systems, the DHA's portfolio of projects has grown materially. Concurrently, the organization invested in and scaled its ICT PMO to accommodate the heavy project load. We were engaged to review the PMO from a readiness perspective and its capabilities. The review included processes, controls, tools, reporting, human capital, and governance. We delivered several recommendations and prioritized risks and mitigation plans.

CLIENT REFERENCE QUOTES

"I have had the pleasure of working with Shawn as a client numerous times. I can attest to Shawn's ability to deliver on time, within budget, and with quality results, often exceeding expectations. He is naturally strategic and can translate complex ideas and challenges into tangible results that benefit all stakeholders. Shawn builds and maintains strong relationships through earned trust and his drive to make a positive difference".

- **Chief Information Officer, Province of Nova Scotia**

"I was delighted to work with Shawn on the IM & IT Management Committee Governance project. I approached Shawn for this engagement because I believed he had the right combination of expert knowledge and project management skills to deliver what we required within the specified time frame. Rarely do we deliver projects on time in HRM- this was an exception. I enjoy working with Shawn. He demonstrated integrity and genuinely has the clients' best interests at heart. Shawn does not take on a job unless he can give 110%. He sets very high standards for himself and his work. I admire and respect this, Shawn."

- **Chief Information Officer, Halifax Regional Municipality**

"Shawn and I have been colleagues for the past several years and worked on many initiatives together, which involve the creation of solutions for complex business and technology environments. Shawn is a senior and experienced consultant who provides integrated business and technology roadmaps for various clients and challenging situations. He works extremely well with people and knows how to do the job."

- ***Executive Director, Public Service Commission
Province of Nova Scotia***

"In my role as Director, Strategies for the Province's As chief Information Officer, I enjoyed working with Shawn on several strategic initiatives. Among the many strengths I could talk about, his commitment to the success of whatever we were doing stands out most. Shawn was not satisfied with the result until I was satisfied and went above and beyond to ensure we received a quality product that met and exceeded our expectations."

- ***Director, Strategic Development, Chief
Information Office, Province of Nova Scotia***

"I only had the opportunity to work with Shawn on one strategic initiative. I first thought that Shawn was extremely professional, instilled confidence, and worked closely with the team to produce a professional deliverable for our organization that captured our strategic direction."

- ***Executive Director, ICT Services Client Services,
Internal Services Department, Province of Nova
Scotia***

"I have known Shawn professionally for over 15 years as a colleague, coworker, and as his client. He has proven himself a valuable asset in his leadership and ability to deliver across multiple disciplines in complex situations involving clients with competing priorities. His ability to think strategically, focus on the bigger picture, and then translate this into an easy-to-understand deliverable, plan, and or roadmap to ensure buy-in from clients at all levels. His commitment to professionalism, attention to

quality and detail, and his record for delivery are unimpeachable."

- ***Executive Director of Business Solutions, ICT
Services, Province of Nova Scotia***

"I had the pleasure of working with Shawn several years ago on developing a complex governance model for delivering technology within the Province of Nova Scotia. I continue to be impressed by Shawn's understanding of my organization's strategic goals and his focus on my team's success. Shawn delivered the project on time and exceeded my expectations when presenting the results to my leadership team."

- ***Director, Service Management, Province of Nova
Scotia***

"I have confidence and respect in the professional approach and delivery of Shawn's services, which have been consistently provided to our organization over many years. I appreciate the effectiveness of his strategic vision and presentation of results."

- ***Executive Director, Internal Audit Centre, Internal
Services Department, Province of Nova Scotia***

"I worked with Shawn both as a colleague at Xwave and as a business partner when he was at PwC—doing everything he can to make his customers successful drives Shawn. If customer success is his first name, integrity is his middle name. When Shawn commits, he follows through - every time. If a tough situation arises, and I have an opportunity to take on the challenge with Shawn, I would not hesitate to do so."

- ***Senior Vice President Canadian Sales, Salesforce,
Canada***

"A seasoned professional with a keen knowledge of IT risks and mitigating strategies that provide innovative and value-added recommendations."

- **Senior Director, Internal Audit Centre, Internal Services Department, Province of Nova Scotia**

"I have enjoyed working with Shawn Porter in many roles. He has provided a client service role, advice on IT strategies, and several engagements to deliver specific IT-related projects. In all cases, he clearly understood the issues and then transformed those issues from IT-related language to something easy for our clients to understand. He has also demonstrated a keen awareness of the political climate of our organization and was able to tailor his approach to meet the different expectations of our clients."

- **Director, Information Services, Halifax Water Commission**

"I've had the pleasure of working with Shawn in many capacities as a coworker, colleague, and client. Shawn is a consummate professional with a knack for clarifying complex issues. Shawn's ability to build strong relationships across a diverse group of stakeholders is impressive, partly because he does it easily. He's a true business partner."

- **Director, Strategic Initiatives, Information Communications Technology (ICT) Services, Internal Services Department, Province of Nova Scotia**

"I worked with Shawn to develop strategic partnerships for our organization and greatly admire his experienced opinions and professional approach."

- **Director, Special Projects, Emera**

"Having been a colleague and a client of Shawn's at different times during my career, I can attest to his excellent work ethic, professional and high-quality service delivery, and easy-going and positive attitude - none of that condescending consultant attitude here. Shawn is a pleasure to work with."

- **Director, Corporate Planning and Performance Measurement, Halifax Regional Municipality**