



Pan American
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REGIONAL OFFICE FOR THE Americas



IS4H TOOLKIT

**SHORT TO MEDIUM-TERM
IS4H ROLES**

DEPARTMENT OF EVIDENCE AND INTELLIGENCE FOR
ACTION IN HEALTH

PAHO/WHO

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Short to Medium-Term IS4H Roles

In Support of Information Systems for Health (ISH4) Plan of Action

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Document Overview

Overview

The document provides high-level justifications, along with functional descriptions and knowledge/skill requirements for eight key roles that should be considered by countries as they initiated their IS4H Planning processes, including:

- Manager – Information Systems for Health (IS4H)
- Project Manager
- Technical Lead
- Clinical Information Systems Analyst
- Programmer Analyst – Clinical Information Systems
- Communication/Change Management Lead
- Health Information Analyst
- Policy Analyst

These functional job descriptions are presented here to support Ministries of Health in planning and budgeting short-term human resources as they begin IS4H initiatives. The roles reflect “industry standard” roles, skills and experience for enterprise IS4H functions in the context strengthening Information Systems for Health. These roles are not a recommendation for specific roles, but rather are provided as a tool to fast-track the process of identifying and development a short-term IS4H team. the Ministry should consider the short-term human resource requirements for their specific context, actions and goals.

Ministries should also refine or revise the functional and experience descriptions based on specific context or constraints.

Manager – Information System for Health (IS4H)

Other Potential Position Titles

- Strategic Lead – IS4H
- Program Lead – IS4H

Rationale/Justification

MOH has embarked on a strategy to transform the model of health care and services in the country using information systems for Health (IS4H) and to improve the availability of quality information to support clinical, program and policy decision-making.

To be successful, the MOH and its health service delivery partners will need to develop and strengthen all aspects of IS4H planning, management and service delivery.

This process will require management leadership to plan and lead development and change initiatives that will impact technology infrastructure, applications, organizational structures, policies, and human resources.

It is critical to fill an IS4H leadership role to plan and lead this challenging transformation. It is important to note that it is essential this role be focused strategic and tactical planning and deployment.

Roles and Responsibilities

The Manager – Information Systems for Health (“Manager”) will provide technology vision and leadership for the effective use of information technology across the MOH and other key health system stakeholders. The Manager will lead the planning, implementation, operations and support of enterprise information systems to enable clinical and business operations and achieve more effective and cost-beneficial enterprise-wide IT operations. Key responsibilities include:

- Lead development and implementation of a renewed strategic plan for Information Systems for Health under the direction of *<Name of IS4H Governance Body or Name of Senior Leader Role>*;
- Provide strategic advice and leadership to the MOH related to the strategic and technical enablers required to support information systems for health that generate efficient, effective, and high-quality data and information for program and policy decision-making;
- Lead, manage and provide strategic, technical and programmatic direction for the development of policies, frameworks, standards, tools, norms and strategies to improve data management and analysis;
- Plan, promote, and coordinate the implementation of activities related to gathering and disseminating strategic information and knowledge;
- Oversee the development and implementation of national strategies related to the strengthening of interconnected and interoperable national information systems for health considering the information and communication technologies, existing resources, structures, mechanisms and country context;
- Oversee management of corporate data-driven projects, such as the measuring and monitoring of the Sustainable Development Goals (SDGs), among others;
- Oversee preparation and execution of the budget of the department/team; and be accountable for the products and services of the department/team; and
- Administer, allocate and monitor the implementation of the financial and human resources.
- Collaborate with other stakeholder to provide leadership and strategic advice for projects related to the selection, acquisition, development and installation of major information systems;
- Ensure that requirements of users are appropriately gathered and documented, and developing effective and feasible ways to satisfy user requirements;

- Overseeing the development and enforcement of policies and standards aimed at maximizing effectiveness and minimizing costs related to the acquisition, implementation and operation of IT systems;
- Oversee the development and enforcement of policies and procedures to ensure the protection of MOH's information technology assets, and the integrity, security and privacy of its information assets;
- Overseeing the development and maintenance the systems architecture, defining standards and protocols for data exchange, communications, software and interconnection of information systems;
- Managing the relationships with vendors for sales, service and support of all information systems and technology;
- Overseeing the linkage between external technology systems (e.g. government, vendors and other health care organizations) and I, including systems for electronic data exchange;
- Promoting and overseeing information systems relationships between MOH and external stakeholders and partners;
- Communicate information systems plans, policies and technology trends throughout the MOH and key stakeholders, including staff, management and health care providers;
- Direct and manage the performance and development of assigned personnel
- Overseeing the development and implementation of a comprehensive user training program;
- Coordinating the activities of the < *Name of IS4H Governance Body*>, including providing reports and items for decision-making.

Qualifications/Experience

- A bachelor's degree in Computer Science or a related field. A Master's degree in Health/Hospital Administration, Public Health, or Business Administration, or related field is highly desirable;
- Minimum of 5 years of experience with increasing responsibilities for management and support of health systems, health policy, information systems.
- Significant experience in a health care setting is desirable, specifically in technology and information systems planning to support business goals;
- Demonstrated superior knowledge of business principles and techniques of administration, organization, and management to include an in-depth understanding of the key business issues that exist in the health care industry. These include, but are not limited to, knowledge of strategic and operational planning, IT governance, health care economics, and personnel administration, financial and cost analysis.

Other Skills

- Strong visionary and excellent leadership skills;
- Excellent project management, communication and interpersonal skills;
- Ability to communicate complex technical topics and issues to a non-technical audience;
- Superior negotiation skills;
- Demonstrated ability to work in an exciting, fast paced, fast changing environment.

Project Manager

Other Potential Position Titles

- Project Coordinator

Rationale/Justification

MOH has embarked on a strategy to transform the model of health care and services in the country using information systems for Health (IS4H) and to improve the availability of quality information to support clinical, program and policy decision-making. This initiative will require the management and coordinated of multiple work streams of interconnected activities that will need to be well aligned and coordinated to ensure the effective use of human and financial resources and to ensure milestones are met on a timely basis.

Under the direction of the Manager – IS4H, this position is responsible for coordinating all activities, schedules and human resources related to the implementation of IS4H activities identified in the IS4H Assessment and Roadmap. The Project Manager will serve as liaison between the MOH IS4H team and the project manager or focal points of other stakeholder involved in the initiative.

Roles and Responsibilities

- Preparing business cases, project charters and Executive Project Status Reports for IS4H projects
- Develop, maintain and update detail project plans, schedules and human resource requirements for all work streams related to IS4H strengthening and implementation of the information technologies platforms
- Working with other stakeholder and team lead to align project plans, schedules and human resources requirements for all related initiatives.
- Produces regular resource allocation and project dashboard reports on the status of all IS4H related projects.
- Tracking, updating and reporting issues and risk for projects.

Qualifications/Experience

- Bachelor's degree and a minimum of 3 years work experience as a project manager
- Specialized training or certification in project management is a definite asset
- Demonstrated proficiency in a project management software
- Demonstrated proficiency with diagramming software

Other Skills

- Skills in analytical problem solving
- Good knowledge of generally accepted principles and best practices of project management
- Ability to communicate effectively both verbally and in writing
- Strong customer service, organisational, and time management skills
- Ability to work under pressure in a fast-paced environment with multiple priorities
- Ability to work in a team environment
- Self-motivated with the ability to execute assignments without direct supervision

Change Management/Communications Lead

Other Potential Position Titles

- Change Manger
- Organizational Readiness Lead
- Readiness and Adoption Lead

Rationale/Justification

MOH has embarked on a strategy to transform the model of health care and services in the country using information systems for Health (IS4H) and to improve the availability of quality information to support clinical, program and policy decision-making. In order to support effective adoption and ensure that the required organizational, functional and policy changes are implemented to support the new model of care and the national IS4H environment, MOH will need to proactively assess and support stakeholder capacity for change.

A change manager will play a key role in ensuring projects (change initiatives) meet objectives on time and on budget by increasing stakeholder adoption and usage. This role will focus on the people side of change, including changes to business processes, systems and technology, job roles and organization structures. The primary responsibility will be creating and implementing change management strategies and plans that maximize stakeholder adoption and minimize resistance. The change manager will work to drive faster adoption, higher ultimate utilization of and proficiency with the changes that impact stakeholders. These improvements will increase benefit realization, value creation, ROI and the achievement of results and outcomes.

Roles and Responsibilities

- Apply a structured methodology and lead change management activities by applying change management process and tools to create a strategy to support adoption of the changes required
- Support stakeholder and team communication through the design, development, delivery and management of communications messages and materials
- Create actionable deliverables for the five change management levers: communications plan, sponsor roadmap, coaching plan, training plan, resistance management plan
- Conduct impact analyses, assess change readiness and identify key stakeholders.
- Provide input, document requirements and support the design and delivery of training programs.
- Identify and manage anticipated resistance
- Consult and coach project teams

- Support and engage senior leaders
- Support organizational design and definition of roles and responsibilities
- Integrate change management activities into project plan
- Evaluate and ensure user readiness
- Manage stakeholder relationships
- Define and measure success metrics and monitor change progress

Qualifications/Experience

- Bachelor's degree and a demonstrated understanding of how people go through a change and the change process
- Change management certification or designation is a definite asset
- Experience and knowledge of change management principles, methodologies and tools
- Demonstrable experience with large-scale organizational change efforts
- Exceptional communication skills, both written and verbal
- Ability to clearly articulate messages to a variety of audiences
- Familiarity with project management approaches, tools and phases of the project lifecycles

Other Skills

- Excellent active listening skills
- Ability to establish and maintain strong relationships
- Ability to influence others and move toward a common vision or goal
- Flexible and adaptable; able to work in ambiguous situations
- Able to work effectively at all levels in an organization

Technical Lead

Other Potential Position Title

- Development Lead
- Technical Architect

Rationale/Justification

MoH is in the process of planning, designing, developing and implementing clinical and business information technology solutions to transform the model of care in the country and to improve the availability of quality information to support clinical, program and policy decision-making.

MoH will require an experience application and technical architect to lead the design, planning and development of interoperability health information systems.

Roles and Responsibilities

- Develop and maintain on an ongoing basis a stakeholder engagement and consultation approach to gather the required information from key health system stakeholders to understand business and clinical functions and alignment with national health system strategic priorities;
- Plan facilitate and document stakeholder engagement and consultation sessions health information systems.
- Draft a conceptual blueprint that establishes a technical vision for a national health information exchange and electronic health record architecture in the country that is based on global best practices and identifies a development roadmap over a multi-year period;
- Engage MoH representatives and other health system stakeholders to review and validate the conceptual blueprint and to ensure support and consensus for the blueprint across all key stakeholders;
- Review the finalized blueprint with senior health system and other stakeholders to support stakeholder buy-in and education;
- Work with MoH representatives and other health system stakeholders to develop and validate the EHR business architecture that describes the functions, responsibilities, and governance structure to maintain the national health information platform;
- Work with MoH representatives and other health system stakeholders to develop and validate the information architecture that describes the data model and flows and the information and messaging standards for the national health information platform;
- Work with MoH representatives and other health system stakeholders to extend and validate the blueprint to include detailed platforms and technical standards and components of the national health information platform;

- Establish a roadmap and workplan prioritizing build of the technical components;
- Oversee the planning, design, development, installation, testing and deployment of the national health information system platform;
- Coordinate activities, plans and status with the Manager – IS4H
- Prepare routine project status reports for the Manager – IS4H

Qualifications/Experience

- Post-secondary training or equivalent experience in computer science, health informatics, or a related field;
- Minimum of 5 years developing enterprise technical architectures in a health environment;
- Minimum of 5 years of experience designing, developing, and deploying health solutions
- Experience developing technical architectures for regional or national health information systems
- Demonstrated experience with planning and facilitating consultations with diverse stakeholder groups.
- Experience designing and conducting software evaluation;

Other Skills

- Experience reporting to executive-level stakeholders;
- Experience working in an international context is highly desirable;
- Strong organization skills;
- Ability to work independently without direct supervision;
- Strong written and presentation communication skills;
- Strong project management skills.

Clinical Information Systems Analyst

Other Potential Position Titles

- Health Information Systems Analyst
- Clinical Informatics Analyst
- Business Analyst – Clinical and Health Information Systems

Rationale/Justification

MOH is in the process of planning, designing, developing and implementing clinical and business information technology solutions to transform the model of care in the country and to improve the availability of quality information to support clinical, program and policy decision-making.

In the short-term, the Clinical Information Systems Analyst performs a critical role in the identification, evaluation and selection of clinical and business information systems by working with stakeholders to facilitate requirements identification and prioritization. In the medium-term, this role would be focused on supporting the design and implementation of clinical and business solutions and driving the transformation of processes to ensure the optimal use of IT solution investments.

In the longer-term, this role would be focused on supporting the effective and safe use of clinical and business solutions and providing ongoing support for improving and modifying solutions to optimize use and to meet newly emerging requirements.

The Clinical Information's Systems Analyst essentially acts as the "translator" between real-world user needs and processes, and the design, implementation and support of IT solutions. This role is essential to ensure that solutions are implemented and used effectively and safely.

Roles and Responsibilities

The Clinical Information Systems Analyst is primarily responsible collaborating with clinicians and other end users of clinical and business information systems to plan, design, test, train, implement, evaluate, and maintain these systems.

The Clinical Information Systems Analyst has a comprehensive understanding of the health system, health programs, and clinical and other health business processes. The Clinical Information Systems Analyst could analyse and understand clinical/business problems, and the knowledge to make solution recommendations that meet the organizational goals of clinical and business units. They provide a secure, effective, integrated patient care delivery system that continually improves outcomes, reduces cost, increases efficiency, and enhances patients' experiences. Key responsibilities include:

- Facilitates the identification, documentation and prioritization of strategic, business, clinical, functional and technical requirements with key stakeholders to support the selection, design and implementation of clinical and business information systems;

- Provides support for the identification and selection of solutions to meet business needs, including the development of business cases, information technology solution evaluation processes, and the development of functional/non-functional requirements portions of procurement documents;
- Performs in-depth analysis of workflows, data collection, reports, and other aspect of clinical and business processes for MOH and key stakeholders to support the implementation and optimal use of information technology solutions;
- Analyses existing systems and procedures for the purpose of proposing, developing and implementing modifications and improvements;
- Identifies, implements and supports relevant information and other standards within clinical and business systems to ensure interoperability and data quality;
- Develops and executes test plans prior to solution implementation to ensure that solutions meet functional requirements and are implemented safely;
- Develops health system user and training documentation;
- Plans and delivers “train-the-trainer training” for clinical and business systems;
- Plans, coordinates and support go-live of clinical and business information systems;
- Prioritizes, clarifies, and implements requested configuration changes to clinical and business information systems;
- Identifies, troubleshoots and resolves software problems through 2nd level help desk support, and works closely with end-user staff and vendor support staff to resolve software problems;
- Ensures that the software functions efficiently daily and remains in safe functioning condition;
- Reviews the functionality of business systems to ensure that it continues to satisfy users varying needs. In collaboration with subject matter experts and other stakeholders, develops recommendations and plans for clinical/business process improvements and enabling infrastructure.

Technical Qualifications/Experience

- A Bachelor's or Associated Degree in Information Technology, Business Administration or a healthcare related field and a minimum of two years of experience in clinical systems analysis or healthcare business analysis associated with the design, development or implementation of computerized management information systems;
- Demonstrated strong knowledge of clinical and health systems processes;
- Demonstrated experience in gathering and documenting requirements and knowledge of business analysis practices, techniques and standards;
- Demonstrated in providing system administration of clinical or business applications;

- Expert in the use of office applications (word processing, spreadsheets, presentations);
- Expert in use in project management software;
- Expert in use of diagramming software.

Other skills

- Ability to communicate effectively both verbally and in writing
- Strong facilitation skills
- Strong customer service, organisational, and time management skills
- Ability to work under pressure in a fast-paced environment with multiple priorities
- Ability to work in a team environment
- Self-motivated

Programmer Analyst – Clinical Information Systems

Other Potential Position Titles

- Digital Health Analyst
- Clinical Systems Programmer Analyst
- Programmer Analyst – Clinical Informatics

Rationale/Justification

MOH is in the process of planning, designing, developing and implementing clinical and business information technology solutions to transform the model of care in the country, and to improve the availability of quality information to support clinical, program and policy decision-making.

The proposed health information systems will require interoperability between laboratory information systems, the hospital information system, physician EMRs and other clinical systems to support surveillance, treatment and care.

The effective use of these systems routinely requires programmer and technical support to enable configuration and functional changes that cannot be addressed through application administration functions. These changes or improvements may involve minor code changes to user interfaces, changes to database structures or connections between the application and database, or modification to code that supports business logic. Additionally, the introduction of health data messaging interfaces (e.g. HL7, XML, FHIR) will require monitoring of these interfaces, and the ability to modify interface codes to address issues, accommodate changes to data flow or data structures, and to perform routine support and troubleshooting. The lack of this technical resource introduces significant risk to the ability to plan, design and maintain key critical clinical and business information systems in a timely manner.

Roles and Responsibilities

The Programmer Analyst – Clinical Information Systems is responsible for providing planning, design and programming support to a range of clinical and business information systems, including supporting data messaging interfaces. The Programmer Analyst – Clinical Information Systems will need to have a strong understanding of a variety of programming and database concepts and languages to be able to support applications across a number of different technology platforms. This role will need to work closely with the Clinical Information Systems Analyst to plan, design, implement and support modifications to existing applications to address issues, optimize the use and usability of applications, and to meet new user requirements. Key responsibilities include:

- Implement and maintain data message exchange between clinical applications and other systems;
- Develop and maintain specifications for data messaging interfaces;
- Work closely with clients to verify accurate data flowing into and out of the system;

- Work closely with projects, subject matter expertise and vendor to develop and maintain data messaging and other technical requirements and specifications;
- Participate in planning/coordinating, analysis, problem resolution and maintenance;
- Resolve and troubleshoot problems and complex issues; perform Level 2 technical support related to interface and application performance;
- Develop and implement application code and modules according to business and technical requirements;
- Tune up programming for maintainability, scalability and efficiency;
- Monitor application health for performance and security issues;
- Coordinate and support technical staff, operations and vendors to resolve issues;
- Perform testing / QA.

Qualifications/Experience

- A Bachelor's or Associates Degree in Information Technology, or Computer Sciences with a specialization in programming, and a minimum of two years of experience a computer programming environment demonstrating strong analytical and programming skills (various languages and platforms using structured methods);
- Demonstrated knowledge with data messaging standards and structures such as HL7, XML, FHIR and CDA;
- Experience in data conversion including data extraction, cleansing, transformation, and loading;
- Knowledge/experience with Service Oriented Architecture tools and web services development
- Experience with server-side scripting languages (e.g. PHP, Python, Ruby)¹
- Demonstrated knowledge of with SQL and relational databases
- Knowledge and experience with both Waterfall/SDLC and Agile development methodologies
- Demonstrated knowledge of security concepts
- Experience in trouble shooting and debugging applications;
- Knowledge/experience with QA and performance testing tools and methodologies
- Experience analysing and documenting technical specifications;

¹ Specific programming languages may need to be refined to reflect actually platforms in use.

Other skills

- Ability to communicate effectively both verbally and in writing
- Strong customer service, organisational, and time management skills
- Ability to work under pressure in a fast-paced environment with multiple priorities
- Ability to work in a team environment
- Self-motivated

Health Information Analyst

Other Potential Position Titles

- Health Data Analyst
- Data Management Analyst

Rationale/Justification

MOH is in the process of planning, designing, developing and implementing clinical and business information technology solutions to transform the model of care in the country, and to improve the availability of quality information to support clinical, program and policy decision-making.

During the design, development and implementation stage, it will be critical that the information needs of MOH and key stakeholders are identified and documented to ensure that proposed information system are able to provide the information required for transforming the model of care and for supporting clinical, program and policy decision-making. During the design and implementation phase, this role will be focused on identify information requirements, gathering and aligning data standards, mapping information flow, and defining reporting requirements. Once the initial stage of implementation has been completing, this role may shift to include an additional focus on data management, information analysis, development of reports and indicators, and the creation of a variety of health information products.

Roles and Responsibilities

- Identify and document all health information requirements for MOH and other key stakeholders, including health indicators, health system performance metrics, production metrics, and process metrics.
- Based on health information requirements, develop a national health indicator compendium and work with stakeholders to identify prioritizations for the collection and reporting of required information.
- Map current data sources to health information requirements and identify gaps in health data sources.
- Work with the Technical Lead and Programmer Analyst to ensure that data elements are included in the system design to meet identify health information requirements.
- Develop a national data dictionary that identify national data elements, and ensuring the alignment with international standards, as possible and practical.
- Work with stakeholder to identify data flows and identify required information products and reporting cycles.
- Develop health information reports and other health information products that meet the specific needs of key stakeholders.
- Develop a Data Quality Framework that defines quality objectives for data, and approaches for monitoring and improving data quality.

- Support the national data governance body by providing identifying decisions regarding investments in data and data management and identify issues and risks that need to be addressed.
- Develop data management Standard Operating Procedures, aligned with identified information products, information flows and reporting cycles.

Qualifications/Experience

- A Bachelor's or master's degree in Information Science, Health Analysis, Biostatistics, or a related discipline.
- Strong knowledge of health system information requirements
- Experience with statistical and data analysis tools, such as EpiInfo, SPSS, Microsoft Excel, or other business intelligence tools.
- Experience with data presentation and visualization tools, such as Excel, PowerPoint, Tableau or other similar tools

Other Skills

- Ability to communicate effectively both verbally and in writing
- Strong customer service, organisational, and time management skills
- Ability to work under pressure in a fast-paced environment with multiple priorities
- Ability to work in a team environment
- Self-motivated

Health Policy Analyst

Other Potential Position Titles

- Policy Analyst
- Policy Advisor

Rationale/Justification

MoH is in the process of planning, designing, developing and implementing clinical and business information technology solutions to transform the model of care in the country, and to improve the availability of quality information to support clinical, program and policy decision-making.

Health information systems and related IS4H initiatives will require an enabling legal, ethical and policy environment to address such key issues as protection of personal health information, secondary data use, and the mandatory health information reporting from health service providers and other national stakeholders, among others.

The Health Policy Analyst will be a critical role in identifying policy gaps and requirements and facilitating the development of legislation, regulation and policy to ensure that the national IS4H strategy can be fully implemented.

Roles and Responsibilities

- Identify legal, regulatory, and policy requirements for implementing and sustaining the national Information Systems for Health strategy.
- Conduct research to identify legal, regulatory and policy best practices across all four strategic domains of information systems for health.
- Identify and develop approaches for addressing legal, regulatory and policy gaps with key stakeholders.
- Coordinate and manage the implementation of approach that address legal, regulatory and policy gaps.
- Draft or coordinate the drafting of legislation, regulations and policies as required.

Qualifications/Experience

- A Bachelor's or master's degree in health policy, health administration, health economics, public health or a related discipline.
- Strong demonstrable knowledge of the national health system and health legal and policy environment.
- Demonstrable experience is reviewing and analysing legislation and regulation.
- Demonstrable experience is drafting policy.
- Knowledge of health system management or health administration an asset.

Other Skills

- Strong research and analysis skills
- Ability to communicate effectively both verbally and in writing
- Strong customer service, organisational, and time management skills
- Ability to work under pressure in a fast-paced environment with multiple priorities
- Ability to work in a team environment
- Self-motivated

Toolkit metadata

Name	Short to medium-term roles
Acronym	IS4H – PD
Version	1.0
Date	October 20, 2018
Description	This (<i>generic template</i>) post description is an instrument that suggests the responsibilities, functions, core competencies, and related information associated with the position of IS4H Manager.
Responsible entity	Information Systems for Health and Platforms Unit, Department of Evidence and Intelligence for Action in Health
Focal point	Marcelo D’Agostino
Url	http://www.paho.org/ish
Contributors	<ul style="list-style-type: none"> • Daniel Doane • Myrna Marti • Andrea Gerger • Mariel Mendiola
Partners	<ul style="list-style-type: none"> • Caribbean Technical Working group for IS4H • United States Agency for International Development (USAID) • Government of Canada
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