

A motivated Senior Healthcare Program and Project Manager (PMP) with an exceptional pedigree. Over 18 years' experience planning and implementing mission-critical large-scale transformational projects with functional integration, maintaining quality control throughout the project life-cycle from concept through final implementation. Proven track record in managing multi-million dollar budgets, more than 50 team members and over 100 stakeholders. Articulate, polished, results-driven, works well under pressure, a team builder, leader and mentor. Areas of Expertise include:

## **PROFESSIONAL EXPERIENCE & SELECTED PROJECTS**

### **Medical Center – Senior Project Manager • 08/2017 – 01/2018**

- Upgraded Cerner Millennium to 2015 0.21 for 250-bed hospital with full Cerner suite of solutions. Included Cerner revenue cycle upgrade. Implemented Imprivata iAccess Single-Sign-On solution for over 200 providers and Cerner ConfirmID Imprivata Electronic Prescriptions for Controlled Substances (EPCS) to combat opioid crisis to meet State and Federal requirements for over 300 providers. Implemented Cerner HUB solution to clinics for orders and results.
- Brand-new implementation of Cerner Millennium in a 200-bed hospital with full Cerner suite of solutions. Included Cerner revenue cycle, Charge Services, Supply Chain, Registration, Scheduling, PowerChart Inpatient, FirstNet, SurgiNet, Anesthesia, PharmNet, RadNet, HIM, CPDI, CPOE, Order Catalog, OEFs, PowerPlans, Dynamic Documentation, PowerNote, iView, PowerForms, and Message Center). Managed integration and interfaces to over 48 vendors.
- Led 18 cross-functional team members, created Project Charter, schedule, times, risk register, issues list, held calls with vendors. Created weekly executive status reports and made presentations to Executive Management. Managed purchase orders, legal contracts and negotiated to get the best deal with vendors and lower the cost to the hospital.

### **Regional Hospital – Principal Consultant – Clinical Project Manager • 09/2016 – 07/2017**

- Led 14 cross-functional team members to deploy Cerner Millennium (Charge Services, Supply Chain, Revenue Cycle, HealthLife Patient Portal, Registration, Scheduling, PowerChart Ambulatory, PowerChart Inpatient, PowerChart Maternity, FirstNet, SurgiNet, Anesthesia, PathNet, PharmNet, MedAdmin, RadNet, HIM, CPDI, IMO, tracking board), infrastructure, medical devices at a net-new-install Hospital and Medical Center (100 beds and 18 specialties).
- Partnered with CNO, CIO, and Directors to design, build, unit test, system test, integrated test, user acceptance test, defect resolution, train, and integrate per government regulations: Cerner, PowerHealth, AGFA PACS, ScriptPro, 3M Encoder, Dragon, Omnicell, Cbord, Nurse Call, Lawson, BMDI, analyzers, POC devices, 30+ interfaces.
- Managed client relationship, developed long-range course of action, set goals, aligned goals with client and vendors, established project plan, charter, test plan, issues log, action items, dashboards and presentations.

### **Healthcare Facility – Senior Project Manager • 06/2016 – 10/2016**

- Led 11 cross-functional team members to deploy Cerner Ambulatory in 17 clinics and 7 specialties targeting high value opportunities. Negotiated with Cerner for the Revenue Cycle solution and managed the implementation. Oversaw application design, build, interfaces, testing, go-live for over 150 staff for Optimization Quick Wins Phase (e.g. RX stop dates-order sentences, create PowerPlans to bundle labs+multiple immunizations) and Specialty Playbook Phase (uplift Summary mPage to Workflow mPage). Oversaw upgrade to MPages 5.7. Managed RoadShows, Lunch&Learns
- Established synergies between people, processes, and strategies to drive execution of business objectives by spending time in all clinics meeting with providers and staff to build trusted relationships. Mined provider metrics and productivity using Advance and LightsOn and made presentations to executives to quantify areas for improvement and delivered targeted learning and adoption support.
- Ensured proper alignment by communicating project priorities and expected outcomes with Steering Committee, Physician Champions, Team Members, and Vendors. Managed resources, budgets, schedules, RACI, project plans.

### **University Hospital – Senior Project Manager • 02/2016 – 03/2016**

- Assessment of Cerner Millennium Inpatient and Ambulatory. Met with C-level executives, Dean and Department Directors to hear dissatisfiers with the EHR. Spent many days in-clinic observing how clinicians used and did not use the systems and performed a SWOT analysis. Created strategy roadmap consisting of a Multidisciplinary Team to involve and partner with clinicians how to use the EHR at the top of their license and increase EHR adoption.

### **Insurance Company - Project Manager • 10/2015 – 01/2016**

- Led 15 cross-functional advanced Clinical Real-Time Analytics team for Big Data predictive models with Spark 1.5 on Hadoop, SAS and EDW (Netezza & Oracle) for Coronary Artery Disease, Congestive Heart Failure and other models. Reviewed presentations from vendors such as Fractal Analytics, Caserta and Cloudera and coordinated Statements of Work and engagements. Projects included pilot, proof-of-concept and how to operationalize the models in production. Data included streaming (real-time), micro-batched (near real-time) and batched (non-real-time). Collaborated across solution groups to document current-state and future-state (architecture design, vision & scope requirements, data flow, logical architecture, HDFS schema, ingestion) for structured data and concept extraction for unstructured data.
- Built strong team engagement by established project schedules with tasks, durations, resources, and dependencies. Attended impact team calls and established weekly project status calls. Managed over 13 projects simultaneously with staff, including PhD's, Data Fellows, Data Scientists, on-shore and off-shore. Updated weekly project status reports, budgets, resources, risks and issues in Clarity and presented to management. Updated documents in SharePoint.

### **Large Health System – Interim Program Manager • 05/2015 – 08/2015**

- Single point of leadership for new hospital being built using Epic EHR, SunQuest Laboratory, SynGo / Agfa PACS Radiology, and GE Muse Cardiology and their interoperability with Select Medical Epic, NovaRad PACS, and MedHost registration and billing system.
- Provided structure and discipline to enhance program visibility to Business, Clinical and IT Executives with red/yellow/green, percent complete, issues, and risks for key milestones.
- Matrix-managed over 68 team members, provided expectations to workstreams for revenue cycle, billing, finance, workflows, hardware, software, network services, telecommunications, support, interfaces, legal, compliance, education, and training to produce a collaborative plan and executed the program.
- Prepared project schedules in MS Project and At Task WorkFront, created clinical workflows in MS Visio, received status reports from team members. Established internal and external project status meetings. Reviewed test plans, test scripts, oversaw HL7 testing for ADT, orders, and results. Maintained joint issues list with Joint Venture partner.

### **Regional Medical Center – Interim Director IS • 07/2014 – 09/2014**

- Led efficient processes by managing twenty-four direct reports, Cerner Millennium EMR, and overseeing EP and EH Meaningful Use Stage 1 & 2, and drafting budget for over 100 projects, including composing master project schedule, timelines, resource allocation and dependencies.
- Maintained compliance by reviewing HIPAA security assessment and remediation, policies and procedures.
- Demonstrated vendor communications expertise by coordinating vendor contracts, change requests, agreement letters, sales and purchase orders, invoices, proposals, and making recommendations regarding vendor selection.
- Executed projects on time, within budget and maintained knowledge of project processes, procedures, documentation, and resource estimation by consulting with SMEs and managing/balancing project intake.

### **Large Health System – Project Manager • 01/2014 – 06/2014**

- Epic EMR electronic medical records, reported directly to C-level executives, provided oversight to (1) entire EP and EH Meaningful Use Stage 2 program, (2) Meaningful Use 2014 Quality Measures and Core Measures Build Tracker, and (3) Primary Care Payment Reform Initiative (PCPRI). Worked with a team of 8 Epic and internal team members to review data elements, workflow options, record types (code grouper, diagnosis grouper, etc.) and mnemonics. This included how to send CCDs thru CareEverywhere, DIRECT, and transitions of care for inpatient and ambulatory.
- Full access to EpicWeb to access all Epic documents, algorithms, etc. Maintained robust action item list (MS Excel), master project plan and schedule (MS Project), and Program Summary (MS PowerPoint), prioritization of projects, status of projects, and current state assessments.

- Established credibility with MEDITECH SMEs to ensure SNOMED and LOINC codes for lab were in the system, established checks and balances for Epic SMEs to ensure they were mapped correctly to Epic. Reviewed Epic generated reports to see which MU measures were being met for numerator and denominator.

#### **University Hospital – Cerner Project Manager • 02/2014 – 05/2014**

- Responsible for EP and EH Meaningful Use Stage 2 using Cerner 0.18 EHR, a complex and strategic business initiative. Implemented, to upgrade Patient Portal, implement Patient Reminder on Persist Server with Health Maintenance, Patient Education, Patient Secure Message, Summary of Care with MPages upgrade from 4.6 to 5.1, CCD and DIRECT for 92 ambulatory clinics. Worked with GE IDX registration system and revenue cycle training team to capture patient communication preferences. Worked with Laboratory Director and staff to review as-is and to-be to ensure all lab results will display on the upgraded Patient Portal to meet the View / Download / Transmit MU measure.
- Created budget for all projects valued at \$2M. Created all project schedules and timelines. Coordinated all contracts, agreement letters, sales orders and purchase orders with Cerner. Organized kick-off meetings with over 32 Cerner SMEs, internal staff and contractors. Wrote meeting minutes, placed action items on SharePoint, entered project schedule information into Eclipse project management scheduling tool and Microsoft Project.
- Worked with Clinical Applications team for loading packages into RHO environment, getting approvals for Cerner SMEs to access our ICD, BLD, CERT, MOCK, PROD domains. Worked with Clinical training SMEs to create training material and deploy trainers across clinics and inpatient locations. Worked with ICD-10, SurgiNet, ACOPE, Transplant, and other teams to mitigate disruptions to Depart process, Message Center, PowerForms, PowerNotes, Orders, Flowsheets, IVIEW, Problem List, etc. Worked with SME to ensure SNOMED codes were updated and mapped correctly.

#### **Children’s Hospital – Cerner Project Testing Manager • 01/2012 – 04/2012**

- Improved performance by transforming the operations of the hospital, looking at its overall strategic positioning. Responsible for end-to-end delivery of strategic, value-added projects. Coordinated four Cerner Millennium initiatives simultaneously: (i) Upgrade to 2012 (prelude to ICD-10), (ii) Medication Reconciliation, (iii) Enhancements, and (iv) installation of the following brand new applications in a new state-of-the-art hospital tower: FirstNet, RadNet, SurgiNet, Anesthesia, Scheduling, CareAware iBus (Bedside Medical Device Interfaces, physiological monitors), Clinical Reporting, Supply Chain, PathNet – Micro / GL / BBT / AP / Reference Lab Network / Add-ons / Specimen Collect / Bridge Transfusion, and interfaced to applications currently in production (CareNet Documentation, PowerNote, Patient Accounting (ProFit), Charge Services, Clinical Reporting, Eligibility Management (EEM), Enterprise Master Person Index (EMPI), INet Interactive View, PharmNet Inpatient, PowerChart, PowerOrders, Registration Management (ERM), Remote Report Distribution (RRD), Scheduling Management (ESM), mPage Core.

- Mitigated resource allocation constraints by mentoring team members accountable for multiple overlapping projects, such as Ambulatory roll-out to multiple clinics, enabling them to efficiently multi-task. Successfully gained unprecedented commitment from over 75 team members including Cerner staff, contractor staff, vendors, in-house staff: Engagement Leaders, Delivery Leads, Delivery Consultants, Clinical Systems Analyst, System Analysts, Programmer/Analysts, Technical Specialists, Integration Architects, Managers, Directors, Vice Presidents, and Administrators. Links in the chain included Business Applications & Revenue Cycle, Information Technology, Admitting, Scheduling, Operations, Biomedical, Peripherals, Cardiology, PACS, and Clinical Integration.

### **Health System – Cerner Project Manager • 05/2010 – 10/2011**

- Re-negotiated contract terms with large Health Information Exchange vendor and saved 57% (\$683,787). Created new business case for inbound orders, evaluated impact on revenue cycle and new business, re-negotiated with vendor and saved 38% (\$710,000). Transformed the enterprise operations by focusing on the overall strategic positioning and winning agreement on outcomes /objectives at the outset, leaving nothing open-ended. Responsible for end-to-end delivery of strategic, value-added projects, built reliability by devoting more time to planning.
- Reported directly to CMIO, trusted to turn around (performance improvement) Medicity (Health Information Exchange software product) project started in 2008 to position the organization for ARRA Meaningful Use. Managed the extraction of result types from Cerner: EDPN (ER Docs), Dictaphone (prelim discharge summary), Radiology, Medical record (H/P, etc.) is transcription, Lab. (general, blood bank, pathology, microbiology), Face Sheet Data from Cerner, the conversion of non-standard HL7 to standard HL7, coordinated the secure feed into a Medicity / Novo HIE product, unit testing, integration testing, obtained signoffs from business users & HIM (lab, rad, transcription). Supported core measures by improving data quality and data integrity from MEDITECH, McKesson, NextGen, Epic.
- Met with physicians and office managers about the benefits of participating in the project. Signed up practices and oversaw the implementation of the Medicity software agent at their practice. Worked with the practice IT resource, the Medicity resource, the hospital IT resources and the EMR vendor resources from inception through go-live.
- Collaborated with administration / physician / nursing executives to discuss build, scheduling, workflows, communication, risks, technology improvements and best practices. Created weekly project reports detailing budget, schedule, resources and quality parameters. Responsible for holding the vendor Medicity accountable.

### **Large Health System • Solution Architect • 01/2009 – 05/2009**

- Defined, architected, and designed solutions encompassing people, process and technology for healthcare clients to outsource their revenue cycle so they can improve their liquidity by reducing operational expenses, increasing accounts receivable and increasing net revenue. This enabled clients to focus on delivering quality of care to patients. Solutions included Patient Access (Centralized Patient Access, Medical Eligibility & Counseling Services, PA mgmt. on-site, PA QA), In-

- House/Mid-Cycle (Clinical Resource Center, Case/ Charge capture mgmt. on-site, Charge Description Master, CDM mgmt.), and Accounts Receivable Solutions (Insurance, Medicaid, Medicare, Self-Pay, Bad Debt).
- Business process transformation and vendor management included working with ICD-9 and X12 EDI version 4010 transactions 837, NCPDP, 835, 834, 820, 270, 271, 276, 277, 278, 997. Created a never-before-created life-of-a-claim data flow diagram / map from scratch. Generated new business and architected responses to proposals by reviewing RFPs, conducting JAD sessions with assessment, IT, legal, sourcing, operations, finance, sales, and revenue cycle.
  - Created strategic roadmap (people, process & technology) and improved competencies of the team to enable them to follow the workflows by constructing business process swim lane flowcharts using VISIO for revenue cycle teams.

### Health System – Project Manager • 04/2008 – 12/2008

- Using SDLC and PMBOK methodologies, kept internal and vendor multi-disciplinary teams out of the weeds and focused on breaking projects into manageable chunks and met critical deadlines delivering strategic enterprise-wide projects simultaneously: i) upgrade McKesson HealthQuest Medipac to 13.0 on an IBM z800, ii) planned and organized Epic upgrade to Spring 08, iii) Install Citrix on 2,200 workstations, and iv) automate X12 EDI version 4010 transactions 835. Provided shoulder-to-shoulder training support to hospital staff & clinicians during Epic go-live.
- Analyzed operational processes and incorporated them with current Epic workflows. Reduced risk in the hive of activity by examining workflows, test plans / scenarios / interfaces (Bridges) / claims, training, go-live plans, licensing review for Epic EpicCare / Prelude / Cadence / Resolute / Reflections / Chronicles. Worked with Epic-certified SMEs to analyze Epic ADT system functionality and system build / modification. Participated in Design, Build and Validate (DBV).
- Fast-tracked tasks and met ambitious schedule constraints by collaborating with senior executives from Business Office Revenue Cycle Ops /Billing /Cash /Collections, Revenue Mgmt, Admitting-Patient Access, Medical Records, IS Patient Financial Services to create business requirements, scope, objectives, milestones, alternative solution options.
- Built strategic roadmap with project charter, project plan (Word), schedule (Project), budget (Excel), staffing ramp-up/down, RACI, other project inter-dependencies (HDM and McKesson Horizon Ancillary Products), risk mitigation and contingency plans (Excel). Systems included Patient Accounting (Charge & Payment Posting / Billing), Patient Management (Registration / Admitting / Census), and Medical Records (Abstracting / Coding).
- Led project kick-off meetings (PowerPoint). Established and facilitated weekly project technical planning and design meetings in War Room to rally teams. Delivered accurate technical specifications by working with business and systems analysts to translate requirements and map business processes and impacts to Business Office workflows.
- Managed activities to achieve automation of insurance 835 payment / adjustment posting. New process corrects inaccurate and labor intensive payment / adjustment posting and inaccurate balancing of files to bank deposits. Scope included

coordinating IS staff for programming remittance code mappings and Business Office (Electronic Remittance Analysts) for intensive testing across enterprise platforms (mainframe & Epic). Payers included Medicare Part A (TrailBlazer Health Enterprises), Part B, Railroad, TRICARE, BCBS, and UHC.

- Coordinated and organized work flow for the automation of a daily Medipac mainframe extract (payment data, claims data, and estimated reimbursement), picked up and returned the next day by a 3rd party (via secure FTP) containing refunds due to patients (adjustment transactions, memo transactions, and refund request records), and refunds due.

#### **Health System • Senior Project Manager • 03/2007 – 03/2008**

- Led the strategic transformational initiative for the company's largest client: Health Management Associates, (57 acute-care hospitals with 8,000 licensed beds in non-urban communities nationwide). Implemented EPM for 412 providers across 39 practices nationwide in less than 6 months. Practices produced significant improvements in operational performance and cash collections within 10 days of go-live. Closed out projects by transferring operations to client.
- Synchronized technical resources in the areas of ICD-9, conversions & testing (G/L, problems /meds /allergies /Lab /Radiology /transcriptions from Epic (a hospital purchased another hospital that was using Epic and we had to extract this data from Epic and import it into NextGen), key critical systems interfaces & testing (Lab /Radiology /Dictaphone /demographics /scheduling, Dragon), revenue cycle X12 EDI version 4010 transactions claims testing, post go-live audits, training, master file builds, hardware, software, and connectivity.

#### **Healthcare Facility • Senior Enterprise Project Manager • 09/2005 – 04/2006**

- Responsible for leading and delivering strategic, high-impact, and complex enterprise-level electronic health / medical record (EHR / EMR) clinical software applications and hardware in acute care hospitals.
- Worked with clinical systems analysts to translate clinical requirements into technical specifications. Managed schedule, budget, features / functionality, change requests to ensure quality execution.
- Led simultaneous teams to (i) install standalone Pharmacy product, (ii) convert Keane to Misys Computerized Patient Records (CPR) (Per-Se Patient1, HDS UltiCare) with numerous HL7 interfaces (Misys Connect, Misys Data Warehouse, CPOE, dept. Radiology / PIM / PACS, CoPath, Lab) while retaining Keane registration module, (iii) convert from Eclipsys Sunrise to Misys CPR (Eclipsys Financials, PICIS, Pyxis, Quantum QuadraMed, IMPAC, Dictaphone)
- Monitored vendor contracts, hardware and software ordering, delivery, configuration, delivery to customer, data collection; system flow mapping; content QA; work flow QA; hardware; unit / system / functional / end-to-end / UAT / stress / regression / acceptance testing; train-the-trainer sessions; super / end user training; education / training materials & delivery for all areas of the hospital including HIPAA 4010 / EDI claims, registration, PT, lab, Radiology, etc.

### Health System • Project Manager • 10/2001 – 08/2005 (4 years)

- Responsible for the leadership, coordination and oversight to manage the transition for the enterprise (12 hospitals, 18,000 employees) to become HIPAA compliant.
- Led the 4010 implementation effort at Baylor, conducted the 4010 implementation assessment, gap and impact analysis, strategic design of the solution, and implemented X12 EDI version 4010 Transactions, Code Sets, and Identifiers. Oversaw the development of business and technical requirements, system design, development, testing, and deployment. Managed IT project teams using X12 translators in accordance to HIPAA Implementation Guides & EDI tools. This included creating and running scripts (to validate name of file, move, etc.), perform error checking, etc. Oversaw the extraction, transformation (translation) and loading process that allows the receiving application to receive data in an established form and sequence. Created EDI Invitation for Bids, reviewed proposals submitted by vendors, established selection criteria, ranked vendors, made recommendations for selection, negotiated contracts.
- Established the enterprise HIPAA PMO and the strategic business planning approach for Privacy Rule, EDI, and Security Rule assessment and remediation. This included establishing (i) governance committees and success criteria, (ii) synchronizing management processes and reporting, (iii) overseeing the creation of policies /procedures /forms, (iv) auditing hospitals, (v) tracking progress and reporting to executive management, and using project management tools and techniques to create and maintain the charter, work plan, risk planning and mitigation, task management, RACI diagrams, and schedule. Acting Director HIPAA Compliance (Privacy Officer & HIPAA Security Officer).
- Privacy: Coordinated, influenced and facilitated business planning sessions with 135 executives & staff in 21 Workgroups to gain executive buy-in to identify interdependencies within (i) [tasks, milestones, deliverables, issues, dependencies, action items], (ii) the change that will be necessary, then changing the processes, creating the privacy policies, procedures, and forms. Reviewed, edited, maintained, and updated all 110 new policies, procedures and forms on the HIPAA intranet. Ensured business objectives were aligned with (a) HIPAA federal, state privacy laws, and accreditation standards, (b) all business and technology functions to maintain HIPAA compliance.
- Security: Responsible for reviewing and editing all HIPAA-related information [system] security plans, policies and procedures [gap analysis, strategic design and plan, business impact analysis, risk assessment, business continuity plan, contingency plan, disaster recovery plan] throughout the enterprise to ensure alignment between security and privacy practices, and was liaison to the CISSP and CISA in the IT department.
- Audit: Trusted by executive management to audit the entire enterprise to [ensure appropriate use of consent, authorization forms, notice of privacy practices, and confidentiality agreements,] to reflect current organization, legal practices, and requirements. Performed initial and periodic risk assessments and conducted related ongoing compliance monitoring activities, in coordination with Corporate Compliance and Internal Audit.



## EDUCATION & CERTIFICATIONS

- MBA
- BS, Mechanical & Aerospace Engineering (dual major)
- Certified PMP (Project Management Professional)
- Certified NCP (NextGen Certified Professional)