DANIKA TYNES, PH.D.

Atlanta, GA 30308 | 404-680-8803 | linkedin.com/pub/danika-tynes/16/1b5/a09/| danikatynes@gmail.com

Program Management Leader – Change Agent – Organizational Strategist

Over 17 years of program management, analytics, and management consulting. Outcome-oriented innovation and strategy professional highly successful in driving the full scope of projects that align with organizational and ROI objectives. Leverage extensive background to introduce change initiatives that positively impact the sustainability of quality organizational outcomes. Trusted advisor and industry leader, able to influence executive decision makers, collaborate with cross-functional business partners and enhance valued customer relationships.

▪ Strategy/Business Execution	▪ Program & Large Project Delivery	▪ Innovation and Data Analytics
▪ Business Process Improvement	▪ Change Facilitation & Leadership	▪ Program Growth & Proposal Development
▪ Stakeholder Management	▪ Monitoring & Evaluation	▪ Quality & Project Life Cycle Management

PROFESSIONAL EXPERIENCE

Georgia Tech Research Institute (GTRI) | Atlanta, GA   2019 - Present
RESEARCH PROFESSOR

Responsible for program support as the Systems Integrator (SI) for the State of Georgia's MMIS (Medicaid Management Information System) enterprise transformation initiative. Engage client stakeholders and decision makers, and provide project leadership from project management through quality assurance and program direction. Own project delivery, managing client expectations, and directing/developing resources to execute on IT transformations.

- **Systems Integration:** Under this program, the role of the SI is to establish a highly available, scalable, and reliable platform that will enable the different MMIS modules (i.e., Electronic Verification and Validation, Provider Management, Pharmacy, etc.), with a focus on software modernization using Agile DevOps best practices and contemporary architectural frameworks and patterns. The program includes secure sharing of information between state, local, and federal agency information systems, focusing on standards development, API development, system integration, and information sharing systems and tools, sun-setting legacy systems, and acts in accordance with CMS (Centers for Medicare and Medicaid) guidelines.

Public Consulting Group | Atlanta, GA   2016 - 2019
DIRECTOR, TECHNOLOGY CONSULTING

Lead technical and functional efforts to support enterprise IT and change initiatives. Engage client stakeholders and decision makers, and provide project leadership from project management through quality assurance and program direction. Own project delivery, managing client expectations, and directing/developing resources to execute on IT transformations.

- **Project Management:** Prepare and manage both internal team project plans and client integrated project schedules; Leverage best practices and industry standards to manage risk, quality, time and scope of portfolio of initiatives.
- **Systems Integration:** Responsible for the program delivery of the State of Washington Individual Provider One (WA IPOne) system and services, the online, electronic payment system that allows Individual Providers to submit timesheets, receive pay for hours worked for in-home clients, and allows providers to manage Medicaid claims; Developed strategy and execution planning for full lifecycle development of systems components as well as developed maintenance and operations (M&O) plan; Managed a team of direct reports, shared services (contact center and finance), and off-shore development and testing for a project team of 80+ resources leveraging Agile methodologies for systems development and project management; Developed company's internal Center of Excellence framework for Systems Integrator.
- **Digital Transformation:** Developed multi-year digital strategy and roadmap including mobile application, cloud computing (AWS), and APIs; Ensured that digital experience and roadmap was consistent with meeting customer needs; Developed KPIs and prioritized roadmap backlog to maximize performance.
- **Independent Verification & Validation (IV&V):** Responsible for the program delivery of the State of IV&V services, as Project Director, leading team of ~15 project consultants.   Provide IV&V services for Medicaid

Modernization through replacement of the legacy Enrollment & Eligibility (E&E) and Medicaid Management Information Systems (MMIS). Report to Centers for Medicaid and Medicare (CMS) through review and assessment of each MMIS module project progress using the CMS MEELC/MECL, CMS IV&V Progress Reports, and MEET/MECT checklists.

➡ **Change Management:** Provide State of LA with consultation and guidance on the operational and organizational change considerations that often accompany large enterprise implementations. Review Organizational Change Management (OCM) plans provided by vendors to support the MMIS module(s) being implemented and provide findings and guidance regarding opportunity for improvement.

➡ **C-level Strategy:** Report directly to C-level suite of executives including internal executive steering committee and to client project sponsors; Manage and identify account risks, mitigation plans, and implementation of plans; Ensure performance and availability service levels are met; Serve as the client escalation point for any account issues and escalation of any issues requiring the intervention of C-Suite or attorneys; Incorporate and manage State requirements for meeting Union (SEIU) negotiations and agreements.

➡ **Stakeholder Engagement:** Engaged to develop the Scope of Work, Interagency Agreement, and Governance Plan for the Cerner Electronic Health Records (EHR) implementation for the Georgia Department of Corrections, across 35 sites, servicing 50,000 offenders, with over 1,000 clinical staff managed by Augusta University. Framed the implementation of the Georgia Correctional Health Care Electronic Health Records (GCHC-EHR) Project. Supervised and coordinated all agreements across vendors, service providers, other state agencies, and all stakeholders to ensure the success of the project.

➡ **Process Improvement:** Engaged by internal customer to oversee end-to-end process improvement for all staff deliverables and coordination points to create efficiencies and employ Lean or Agile methodologies (i.e., Kanban), where appropriate, to improve productivity and further support work capacity. Implemented process compliance dashboard and metrics (KPIs) to help operationalize continuous improvement processes and accountability.

NuPhysicia | Tupelo, MS   **2015 - 2016**
SENIOR PROGRAM CONSULTANT (CONTRACT)

Engaged by premier Telehealth provider, NuPhysicia, Inc., to manage the comprehensive Telehealth implementation for North Mississippi Health Services across their network of long-term care facilities, hospitals and clinics to increase access to care for rural populations while simultaneously driving down cost and increasing quality (Press: http://djournal.com/news/legislation-aims-to-lift-medicare-telehealth-barriers/).

➡ **Project Management:** Prepared and managed project plan for phased deployment approach across 9 specialty groups (affiliate physician and system practices) and 30 clinical sites; Timely adherence to project deliverables

➡ **Metrics & Reporting:** Conducted feasibility study assessment and developed implementation Return-on-Investment (ROI) analysis; Documented lead and lag metrics and track over time; Conduct small tests of change to improve desired outcomes; Track against Federal grant requirements and provide Federal status reports on funds allocation and progress

➡ **Change Management:** Documented and deployed comprehensive communications plan with focus on program operationalization and long-term sustainability

➡ **C-level Strategy:** Met on standing cadence with executive steering committee to provide updates, metrics, as well as make recommendations for strategic growth and alignment

➡ **Process Improvement:** Documented current state and future state workflows with aim of increasing efficiencies, limiting impacts to front line staff, and implementing metrics to operationalize continuous improvement processes and accountability

➡ **Technology:** Interfaced proprietary Telehealth software with GE Centricity Electronic Medical Record and Athena billing software to establish and support new workflows that align with State and Federal reimbursement regulations

Kaiser Permanente | Atlanta, GA   **2013 - 2015**

SENIOR STRATEGIC BUSINESS CONSULTANT (CONTRACT)

Senior Project Consultant for large Kaiser initiatives to establish initiative direction, frame implementation plan, and measure and align outcomes with larger corporate strategy

- **Supply Chain:** Saved $7.8 million by analyzing existing supply chain practices, standardizing distribution and management and communicating changes to impacted stakeholders, leveraging Kanban method
- **Cost Initiatives:** Generated savings in excess of $46 million by collaborating with numerous department heads to identify cost saving opportunities, providing the executive team with a portfolio of recommendations and overseeing program delivery
- **Digital Transformation:** Evaluated landscape and structured the road map for the consumer-facing digital strategy including cloud, social, mobile, and analytics.
- **Process Improvement:** Introduced a proactive decision support system with a lean management process into workflow, which enhanced patient care and positioned the company to receive a five star CMS rating as well as approval to market offerings to Medicare patients year round
- **Contact Center:** Instituted Contact Center optimization and customer service and work flow process improvements in order to raise total service factor

St. Joseph's Health System | Irvine, CA   **2013 - 2013**

INTERIM PMO DIRECTOR

Supported establishment of new Project Management Office (PMO); Managed and trained junior Project Management team; Managed program initiative including 10 direct reports, and vendor consultant team of 78 with program budget of $90M

- **Portfolio Development:** Created program portfolio and scope of work for the enterprise-wide Data-Driven Initiative to include: Health Information Exchange, Big Data (i.e., Analytics strategy), Data Infrastructure, Patient Portal, Provider Portal, Application Rationalization, Mobile Applications, Data governance, Meditech implementation project plan
- **Project Management:** Developed the required PMBOK and Lean based tools and templates, such as project charter, work breakdown structure, network diagram, risk mitigation plan, stakeholder analysis, change management plan, communication plan, etc.
- **Business Process Re-engineering:** Facilitated projects through toll gate (check point) process to ensure proper planning to set foundation for success and that project is on target against the project measurement baseline; Worked with initiative owners, project leads and finance to establish Project Management Baseline of timeline and budget
- **Stakeholder Management:** Managed project support staff from other departments including mission integration, human resources, change management, IT, communications, etc.; Ensured appropriate and timely communication with affected stakeholders throughout the project

Molina Healthcare | Long Beach, CA   **2012 - 2013**

SENIOR PROJECT CONSULTANT (CONTRACT)

Supported establishment of Clinical Programs Project Management Office (PMO) for large Managed Care Organization (MCO); trained and managed junior Project Management team; delivered integrated care management support systems to streamline workflows and execute on lines of business.

- **Policy Development:** Delivered policy development, legislative analysis, and contract/grant management
- **Project Consulting:** Participated on a cross-functional consulting team that streamlined the clinical care practices for Molina Healthcare's dual eligible population, resulting in the creation of among the first integrated care models

- **Systems Development**: Led a cross-functional team of Molina employees to develop a web-based integrated case management system that increased productivity and quality of care.
- **Process Re-design:** Redesign of—Documented current state needs for Long Term Care Program program, designed future state, and built plan for execution and delivery across enterprise to integrate workflows and processes with supported technology including launching mobile tools (i.e., tablets and case management applications)
- **Health Information Exchange:** Determined State (Michigan, Wisconsin, California, Ohio) HIE requirements, worked with vendor to detail business and technical specifications, developed project plan for build and implementation, managed project teams through deployment

Kaiser Permanente | Atlanta, GA   2010 - 2012
SENIOR STRATEGIC BUSINESS CONSULTANT

Project Manager for largest initiative in 2010 ("Proactive Care")—standardized workflows across region to achieve Meaningful Use Compliance first in Kaiser National; Deployed enterprise-wide EPIC upgrade and interface to CarePoint six months ahead of schedule and $180,000 under budget. Project team included 32 dedicated resources for 18 month implementation cycle.

- **Team Management:** Managed project teams from 4-32 resources including programmers, systems analysts, business analysts, nurses, providers, workflow consultants, Project Managers, quality assurance, billing, compliance, information technology, telephony, trainers, and other key stakeholders
- **Life Cycle Management:** Developed project solutions including Process Analysis and Re-engineering, Workflows, Infrastructure, Data Migration, Systems Integration, Systems Testing, Training Plan, Implementation and Stabilization, Post Go-Live Onsite Support: Maintenance and Enhancements (Go-Live), and Achieve Customer Acceptance
- **Project Management:** Developed the required PMBOK and Lean based tools and templates, such as project charter, work breakdown structure, network diagram, risk mitigation plan, stakeholder analysis, change management plan, communication plan, etc.

Business Computer Applications | Atlanta, GA   2008 - 2010
DIRECTOR, SOUTHEAST TERRITORY

Sourced, negotiated and closed new business opportunities for proprietary electronic medical records software. Responded to RFPs, conducting sales presentations to key decision makers at client companies. Served as the primary interface with clients to define their needs and offer customized solutions. Collaborated with internal resources on installations and continually updated clients on project status.

- **Business Development:** Closed a $30 million, five year contract with the State of Georgia, the company's largest contract to date
- **Relationship Management:** Established relationships with high profile government officials throughout the country, which enabled year-over-year revenue growth and expanded the government business sector
- **Project Management:** Managed over 12 enterprise-wide implementations that were HIPPA, JCAHO, HCFA AND CCHIT compliant

Additional Background

CONSULTANT, TENNCARE (2015)

Hired by a boutique consulting firm (Public Momentum) to deliver IV&V Services specifically to focus on Project Management to turnaround an at-risk contract with the TennCare Contact Center, successfully directing a new vendor agreement through effective project management oversight.

DIRECTOR, IACEND CONSULTING GROUP (2005-2008)

Identified small healthcare companies that required assistance in rightsizing their existing business model, acquiring and divesting the business, or appropriately closing the business and rolling leadership into like organizations. Formulated the business development strategy, including identifying key industries/prospects and approaches for winning contracts. Managed project teams of 4-80+ resources and utilized project management standards to monitor quality, costs and time.

PROJECT MANAGER, BUSINESS COMPUTER APPLICATIONS (2002-2005)

Managed a portfolio of up to 80 projects at Centers for Disease Control and Prevention (CDC) related to public health initiatives. Directed teams of professionals in such areas as IT, epidemiology, statistics and biosurveillance.

EDUCATION, CERTIFICATIONS AND SELECTED PUBLICATIONS & REPORTS

Doctor of Philosophy. International Development, University of Southern Mississippi
>   *Focus: Program Evaluation in Healthcare IT*
>   *Dissertation: Factors in Successful Telehealth Adoption*

Master of Science. Industrial/Organizational Psychology, San Diego State University
>   *Focus: Program Monitoring and Evaluation*

Bachelor of Science. Psychology and English, Tufts University

IV&V™ (Independent Verification and Validation) Certification. Eclipse

Project Management Professional. Project Management Institute

AWS Business Professional. Amazon Web Services

1. "The Diffusion of Telehealth: System-Level Conditions for Successful Adoption" (ICTTT 2019 : 21th International Conference on Telecare, Telehealth and Telemedicine to be held in Copenhagen, Denmark June 11-12, 2019)—Conference Presenter
2. "Jetsons Healthcare: Broadening the Reach of Telehealth" (International Sustainability Conference, January 23, 2013, Hiroshima, Japan)—Conference Presenter, Recipient of Graduate Scholar Award
3. "Marching to the Beat of the Wrong Drummer? Analysis of Indicator Well-Being Gap" (Global Studies Conference, September 2013, New Delhi, India)—Conference Presenter, Recipient of Graduate Scholar Award
4. "Why Electronic Health Records Implementations Fail" (Miami-Dade Medical College)—Guest Lecturer
5. Applied Multivariate Statistics Seminar (Emory University)-Guest Lecturer (Nursing Doctoral Program)
6. SPSS Syntax: A Primer (Emory University)-Guest Lecturer (Nursing Doctoral Program)
7. Theory & Research Applications (Emory University)-Guest Lecturer
8. "Jetsons Healthcare: Broadening the Reach of Telehealth" The International Journal of Social Sustainability in Economic, Social, and Cultural Context, April 1, 2014.
9. "Modeling the Population Health Dynamics of Diabetes & Obesity" Texas Public Health Association Galveston, TX, February 26, 2007. Author: Bobby Milstein, Syndemics Prevention Network, Centers for Disease Control and Prevention
10. "A Family Focused Intervention is Effective in Reducing Dietary Sodium": Awarded the annual Nursing Research Award at Heart Failure Society of America, 2002. Authors: Sandra Dunbar, Patricia Clark, Christi Deaton, Danika Parchment, Marian C. O'Brien
11. "The Link Between Face Validity and Stereotype Threat in Cognitive Ability Assessment," D. Parchment (Master's Thesis)

Technologies Leveraged: Microsoft Navision ERP (Enterprise Resource Planning), IPOne Payroll System, AWS (Amazon Web Services), Jira, TFS, Splunk, Medicaid Eligibility & Enrollment System (Deloitte Proprietary),

FreedCamp, Cerner EHR, SSRS (SQL Server Reporting Services), Oracle, Avizia Telehealth Equipment, Jabber, GE Centricity (Electronic Medical Records), MS Project, MS Visio, EPIC (Electronic Medical Records), HL-7, Windows, UNIX/Linux, RDBMS, ASP, CISCO, Citrix, SharePoint, SPSS, Salesforce