**Janina J. Johnson, PMP, CSM, HCISPP**

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**PMO DIRECTOR / PROGRAM DIRECTOR / SENIOR PROJECT MANAGER / SCRUM MASTER**

Results-driven Project Management Professional (PMP) with outstanding technical, operations and program/project management knowledge in health insurance, healthcare systems, and information technology security.

Comprehensive knowledge of full Software Development Life Cycle (SDLC), Waterfall and Agile Methodologies specializing in requirements gathering, documentation expertise, quality assurance, risk management and deployment management.

Proven track record in directing and obtaining senior leadership and stakeholder commitment, defining processes, and implementing process and portfolio management best practices.

Highlights of Expertise

-Request for Proposal Development and Evaluation -MITA 3.0 and ITIL Alignment

-ICD-9/ICD-10 Enterprise Transition -Integrated Multi-Project Master Scheduling

-Change Management Governance and Process Development -Project/Program Management and Analysis

-Stakeholder Management -PMO and Governance Structure

-Six Sigma Green Belt Process Improvement -Claims and Provider Management

-MMIS Systems Implementations -Business Process Modeling

-Healthcare Information Security -Planning, Implementation, and User Testing

-Federal Advanced Planning Document (APD) Development -Risk and Quality Management

-Vendor Management -PPM Tool Development

-KPI Development and Tracking -Team Building and Leadership

* **Directing Program and Project Management.** Project management experience directing IT-based and Operations project teams using project management standards and standard SDLC and Agile (Scrum) methods. Hands-on experience with leading, developing, managing, executing, and reporting complex program initiatives to senior leadership. Experience developing governance structures, participating on Executive Steering Committees, Change Control Boards, and developing core Project Management Plans (PMPs).
* **Planning and Implementation Lead.** End-to-end SDLC and Scrum experience from initiation and planning, requirements analysis and design, development, testing, implementation, through maintenance and operations. Interpreting and translating client business requirements and recommending and leveraging technology capabilities. Client-facing leader to ensure the business/operational leads and the technology solution leads interact successfully for enterprise-level initiatives. Experience in strategic operations, work breakdown structure, and deliverables-based contracts with vendors.
* **Relationship Management.** Proven ability to establish and maintain high ethical standards and business partnerships with internal and external groups such as senior management, internal departments, multiple corporate locations, business outsourcing, technical vendors and contractors, stakeholders, healthcare related industry associations, and state and federal agencies. Able to communicate effectively verbally and written in addition to conducting professional education, training, or speaking engagements as required.

**PROFESSIONAL EXPERIENCE**

**S.C. Department of Health and Human Services – Columbia, SC March 2013- Present**

**Interim PMO Director/PMO Director/Senior Project Manager**

* **Serves as Director of Project Management.** Selected to manage a team of 40 IT resources, which includes Project Managers, Project Coordinators, Release Manager, Change Manager, Business Analysts, Quality Analysts, and Senior Consultants. Develops and deploys end-to-end project management methodology, standards, and metrics based on industry best practices for Risk Management, Change Management, Scope Management, Requirements Management, Quality Management and Issue Management to standardize and establish PMO governance. Provides consultation and direction to determine appropriate project methodology for each project. Directs all phases of the programs/projects from inception through completion, which includes prioritization, resource allocation, and release management. Corrects staffing deficiencies by improving the quality of PMO through facilitated training, guidance, coaching and mentoring for all PMO activities. Works directly with the CIO to understand and incorporate the Agency strategy into the business/IT project portfolio. Provides oversight over project management, business analysis, and quality management disciplines to drive consistency across of the project portfolio.
* **Develops Agency Governance Strategies**. Responsible for the creation, management, adoption and adherence of a project methodologies, incorporating governance structures, standards, processes, documentation and reporting, which fits the needs of the project and puts emphasis on the quality of decision making and timely project delivery. Develops, leads, and manages processes supporting the Office of Information Manager Steering Committee, streamlining communications between Executive Leadership, stakeholders, and external vendors to prevent duplication of effort and engage in meaningful and measurable debate of decisions, priorities and resource availability. Directly manages all aspects of the Agency’s portfolio and the project management of business and IT projects, including resource management, prioritization, financial analysis, governance and execution. Responsible for the configuring, implementing, enhancing, administering, maintaining and training on the Agency’s automated PPM tools.
* **Functions as Senior Program/Project Manager** **multiple, complex IT programs**.Plans, directs, and coordinates enterprise-level projects. Develops and executes projects for key business areas. Provides guidance and subject matter expertise to other project managers and analysts. Performs executive-level monthly project status updates including the department SharePoint dashboard of project status, risks, issues, and deliverables reporting. Develops project schedules and integrated master schedule. Provided RFP language and proposal review; and specific subject matter expertise to the agency in evaluating and selecting vendors for the replacement of the legacy Medicaid Management Information System
* **Enhances Organizational Culture**. Responsible for repositioning previous perception of PMO from one of non-value add to one of value, leadership and as a strategic partner for business execution and project delivery. Changes the focus to strategic activities and the development of new capabilities and continuous improvement. Designs and institutes dashboards reports, analytics, project management tools, and portfolio reviews to ensure transparency, accountability, and effective communication of the PMO framework. Performs analysis to understand business/IT needs and impacts to assist organization with portfolio prioritizations. Establishes and integrates PMO measures, metrics (KPIs), and targets Service Level Agreements to drive performance in alignment with IT and business strategies, which includes risk and operational management metrics. Leads communication of project and program performance to Executive Leadership team. Establishes and maintains trusted advisor relationship with project stakeholders by providing PMO vision and execution strategies. Provides leadership and stability to a maturing organization in transition. Functions as an escalation point to keep all parties aware of overall project impacts and facilitates management decisions at the earliest possible time to address issues and risks. Responsible for developing business case processes and procedures to assist with defining business and technical needs, impacts, and critical success factors, with resulted in marked improvements of business case process, identifying gaps, management requests (including prioritization) and developing metrics for measuring success.
* **Ensures Vendor Management adherence.** Develops and institutionalized vendor management process to ensure the alignment to established PMO processes and procedures. Implemented Agency PMO and vendor strategy based on developed Hybrid Software Development Lifecycle methodologies, and improved project delivery. Manages vendor relationship to drive collaboration with external vendors and internal resources. Ensures adherence of implemented PMO strategies, methodologies, and processes, which are based on industry best practices. Developed standard PMO specific RFP language and assists with proposal evaluations. Develops and documents Statements of Work for vendor specific implementations.

**Key projects and accomplishments:**

* Spearheaded the development of the Program Management Office; defined project management processes, including those related to requirements management, change control, and user acceptance testing, which resulted in the creation of the agency’s Project Management as a Service (PMaaS) offering.
* Directed all services, resources, and project plans for major scalable enterprise solutions supporting a $500 million project budget with unique ability to drive transformational change in both business and technology leadership roles.
* Developed governance structure, processes, and procedures to integrate JIRA and Confluence with existing project management processes, which resulted in increased visibility and requirements traceability.
* Consistently works with Project Online for O365 vendor to improve project management tools and dashboarding capabilities to improve project transparency.
* Enhanced Project Intake and Project Request for Change processes by moving the submission and workflow processes from SharePoint to System Center Service Manager, which resulted in a 90% increase in transparency and reporting capabilities.
* Directed and monitored the development and completion of the Agency’s introduction to ITIL training, which resulted in 100% training completion rate.

**S.C. Department of Health and Human Services – Columbia, SC March 2012- March 2013**

**Senior Program Manager/Scrum Master/ Interim PMO Director**

* **Functions as the Program Director for the ICD-9 to ICD-10 Implementation Project.** Directed ICD-10 work activities including provider management, claims processing and payment, and medical management. Responsible for the strategic approach, development, testing, implementation and provider outreach in an effort to meet the federally mandated date. Designed, finalized and approved test scenarios, test planning, and risk mitigation and contingency strategies in compliance with CMS guidelines and procedures. The total budget cost is $2,400,000.
* **Serves as Scrum Master for PMO**. Facilitated daily Scrum meetings and removes impediments. Enacted change and continuous improvement to increase Scrum team productivity and the quality of deliverables. Using the Agile software development lifecycle, worked closely with Product Owners to define Epics and User Stories. Empowered teams to self-organize and grow cross-functionality. Protected team from over-commitment, manage backlog, prioritize resolution of defects/bugs.
* **Selected, established and implemented MS Project Online for Office 365** to develop enterprise schedule management, content management and reporting standards.
* **Developed and maintained the master integrated implementation project plan for the Medicaid Modernization** initiative combining effort, hours, and resources.
* **Served as executive partner and consultant** for system enhancements needed because of policy changes or executive directives.
* **Served as Senior Program Manager** **multiple, complex IT programs**.Participated in the planning, directing, and coordination of enterprise projects. Developed and executed projects for key business areas. Provided guidance and subject matter expertise to other project managers and analysts.Performed executive-level monthly project status updates including the department SharePoint dashboard of project status, risks, issues, and deliverables reporting.

**Key projects and accomplishments:**

* Successfully implemented the Express Lane Eligibility project, which resulted in 70K uninsured children gaining access to medical services and a reduction in Medicaid Fee for Service costs
* Worked with technical staff to complete the enterprise agency roll-out the current version of SharePoint and implemented two third-party security solutions that were utilized to reduce the risk of a security breach
* Responsible for the roll-out and implementation of the OnBase Case Management and Document system, which also includes upgrading the current application version, working with the team to assess the current infrastructure for growth potential, and ensuring that all federal and state security guidelines are met
* Directs the coordination of all implementation tasks involving third party vendors as well as provide consultation to clients on system implementation
* Assists with researching, reviewing, selecting and procuring software solutions to enhance organizational processes

**Lash Group (Amerisource Bergen Corp) – Charlotte, NC March 2011- March 2012**

**Information Technology Program Management Office, Project Manager**

Functioned as project manager for 5 separate programs in a matrix environment. Managed large-scale, complex projects with both technology and operational components, which includes the launch and implementation of new product databases, web-based portals, inbound/outbound distribution processes, and operational set-up.

**Key projects and accomplishments:**

* Worked closely with multiple program owners to prioritize current and future enhancements based on budgets and business need.
* Managed cross-functional business analysts, developers, database administrators, product managers, testing analysts, operational partners, and external clients through the SDLC to implement technical as well as operational solutions.
* Leveraged project resources to implement all deliverables through all project phases, including requirements gathering, design, development, testing and implementation.

**Blue Cross Blue Shield South Carolina (BCBSSC) – Columbia, SC February 2009 – March 2011**

**Commercial Systems, Project Leader/Manager**

Selected to manage a $1.4 million senior-level project that updated a 20-year-old document generation system to a new Pitney Bowes web-based system using defined project methodologies. In a matrix environment, effectively led up to 5 simultaneous development teams, to deliver government mandated software and open enrollment changes, new business initiatives, healthcare reform changed, and other software enhancements.

**Key projects and accomplishments:**

* Initiated Health Care Reform Initiatives and other government compliance projects for BCBSSC.
* Successfully implemented yearly mandated changes and open enrollment software initiatives for the Group and Individual MedAdvantage product using an agile approach.
* Managed IT projects from inception to implementation to meet customer requirements and adhere to Government mandates while meeting timeliness goals and budget constraints.
* Maintained positive customer and team relations while managing and meeting customer expectations.
* Managed project teams that consist of developers, analysts, testers, and client and business partner stakeholders.
* Developed and maintains all project documentation (charter, scope, design, implementation, project plan/schedule stakeholder plans, status reports, etc.)

**Blue Cross Blue Shield South Carolina (BCBSSC) – Columbia, SC June 2005-February 2009**

**TRICARE Systems, Client Advocate**

Functioned as primary client liaison and project leader/manager for a CMMI Level 2 organization to advise Operations on software solutions, risks, cost-benefit analysis, and impacts on other business processes and system priorities. Responsibilities included scope and business requirements definition and documentation, budget management, solution implementation and management of cross-functional teams in a matrix environment.

**Key projects and accomplishments:**

* Successfully managed over 150 small ($10k) to medium-sized ($500k) projects through the SDLC using defined project methodologies and ensured that customer business requirements are met on scheduled and within budget.
* Provided business system analysis across multiple hardware and software platforms and worked to implement multiple-high visibility projects and budgets for senior management.
* Led multidiscipline, high performance work teams and consulted with technical subject matter experts to develop technical solutions.
* Identified opportunities to enhance operations through automation or through the deployment of various technical products and services.

**TECHINCAL SKILLS**

Microsoft Office (2013, 2016, O365), Mercury Test Director, Quality Center, MS Project Online for O365, Access, JIRA/Confluence, multiple technology platforms (PC, LAN, Web, Mainframe), SQL (QMF), SQL Server, Business Process Modeling Notation (BPMN)

**EDUCATION, TRAINING, AND CERTIFICATIONS**

***Certifications***

* PMI-Agile Certified Practitioner (ACP), 2018 (Anticipated)
* Healthcare Information Security and Privacy Practitioner (HCISPP), 2016
* Certified Scrum Master, 2013
* Lean Six Sigma, Green Belt, 2012
* PMI Certified Project Management Professional, 2009
* A+ Certification, 2000

***Training***

* Certificate in Project Management, Furman University, 2009
* Introduction to DB2/QMF/SQL for Non-Programmers, BCBSSC, 2003

***Education***

* Master of Arts, Management and Leadership, Webster University, 2006
* Bachelor of Science, Management of Information Systems, Limestone College, 2003