Education

## Furman University

Project Management Certification, 2006

## Indiana University

Business Sciences Bachelor Degree with High Honors; Religion Minor

## University of Kentucky

Associates Degree, High Honors

Professional Experience

## Aetna

Chief Operating Officer 6/17 to Present

Responsible for the functions of the day-to-day operations of the service center, including claims payment, claims rework, provider network, credentialing, member and provider inquiries, billing, enrollment, accounts receivable, marketing and outreach. Execute strategic and operational plans in support of business segment customer service objectives and initiatives. Set business area priorities, allocate resources, and develop plans for multiple related teams. Develop an organization that attracts, selects, trains and retains high caliber talent and a team that works well together across business segments. Ensure all critical service metrics and operational results are achieved. Lead multiple managers including customer service, provider relations, claims, enrollment/eligibility, community outreach, and marketing.

Senior Project Manager, 6/14 to 6/17

Right hand to the COO in the build, implementation and standup of new health plans in New Jersey, Louisiana, California and Maryland with focus on all lines of business including, TANF, CHIP, LTSS, MEDICARE DUALS, and Behavioral Health. Actively lead, consult, , facilitate and coordinate the activities of the implementation teams and vendors to define, plan and execute State requirements, define and drive tasks to completion and mitigate obstacles. Interact with State representatives, all levels of leadership, external vendors, and multiple cross internal departments to compile information necessary for quality execution of deliverables while promoting transparent communication, open collaboration, escalation and resolution of issues. Act as the health plan leadership until staff is in place and ready to transition into their roles. This includes working with functional areas on design, configuration, policy and procedure development, reporting, member management, provider setup and management, HEDIS and State reporting setup and monitoring and compliance. Support all aspects of the implementation effort and team, including mentoring project managers, influencing change and supporting ideas to improve performance results

### Key Results:

## Successful implementation of Aetna Better Health of New Jersey 1/1/15; 12,000 new members as of 1/15/15. Project had previously been delayed multiple times due to outstanding issues. Executed a new timeline and was able to successfully deploy the MCO 12/1/15 with membership effective 1/1/15 (TANF, CHIP, MEDICAR DUALS and LTSS )

## Successful implementation of Aetna Better Health of Louisiana 2/1/15; 95 day total timeline from start to go-live; 20,000 members as of 2/1/15; $2 Billion in estimated new revenue (TANF, CHIP)

## Successful implementation of the Aetna Better Health of Louisiana behavioral health line of business 12/1/15; adding another 40,000 members to the Louisiana enrollment (Behavioral Health)

## Lead vendor implementations in the course of the health plan builds to assure delivery of services for new members; including dental, vision and transportation

## Led the implementation of new value add benefits in Louisiana including the pilot rollout of TeleMedicine, CMS Text4Baby Program, incentive gift card and product rewards for members

## Leading the implementation for the Aetna Better Health of California with tentative start of 1/1/17 in the Geographic Managed Care Region (Sacramento and San Diego) (TANF, CHIP, Behavioral Health, LTSS)

## Leading the implementation for the building of the new Aetna Better Health of Maryland plan with a tentative start of 7/1/17. (TANF, CHIP)

## CompuGroup Medical

Interface Manager, 2/14 to 6/14

## Reporting to the Senior Vice President of Operations to establish a new operational strategy to decrease customer loss and streamline processes within the Electronic Data Interchange (EDI) team supporting all lines of business including Commercial, Medicare and Medicaid. Established policies, workflows, governance committees and project management principles. Lead and manage a team of five employees in the revamping of daily operational processes while resolving customer issues and improving claims submission and processing for providers.

### Key Results:

## Cleaned up backlog of customer unresolved issues and implemented new processes for streamlining issues for tracking, reporting and escalating issues

* Established new protocols for EDI processing to address slow turnaround times
* Opened communication between management and employee to support improvements in employee morale

## Southern Farm Bureau Insurance

Director of Strategic Operations, 5/11 to 2/14

Direct report to the CEO and Executive Vice President to facilitate and support strategic plan development and implementation combined with managing project methodologies and processes within the organization addressing the need for both short-term and long-term business and operational goals. Affected changed throughout the organization to transition the company culture to project and goal based focus with attention to specific long-term business direction engaging and motivating employees through team structures and employee forums.

Projects included deliverables related to operational process improvements, technology upgrades and enhancements and infrastructure alignment for business and IT departments. Worked with projects involving mobile, Web, Cloud, WCF and API definition, mainframe, databases, infrastructure, Sharepoint services and technologies.

### Key Results:

* Directly worked with the regional home office to plan and lead strategic projects aimed at profitability and growth over a five year plan
* Established a common digital technology solution across multiple states, including legacy migrations, server consolidation and decommission, and integration of new technologies, workflows and process definitions for IT and business departments
* Led IT projects aimed at technology upgrades, application configuration and development, security improvements, infrastructure decommissions and alignment to support larger IT consolidation plans and cost improvement efforts
* Developed and designed a succession planning program and outlined leadership training criteria for Executive Management
* Developed a new project management office leveraging a hybrid Agile framework specific to Farm Bureau needs, including project processes, governance committee structures and reporting metrics and change management processes
* Directly support sales agents in the identification and resolution of efficiency issues and obstacles preventing growth and quality customer service
* Led and implemented MobileAgent – the first Farm Bureau multi-state mobile app with first in the industry 100% mobile based roadside assistance support capabilities
* Developed the leads and relationships to sell the app resulting in recoupment of development and long-term maintenance costs. The MobileAgent app build costs were $0 as a result of this work. Profit is anticipated to be realized by end of first year (approximately $300k projected)
* Led project teams with onsite and remote resources across the country

## Axiom Systems, inc

Project Manager (3 month contract), 1/11-4/11

Directed the engagement to generate HIPAA 5010 and ICD-10 assessments for Metropolitan Jewish Health Systems (MJHS). Conducted assessment to determine payer/provider exposures and gaps associated with compliance mandates of HIPAA 5010 and ICD-10. Facilitated activities with business and provider organizations compiling data and information associated with current processes and operations of claims, billing, eligibility, enrollment, authorizations, referrals, customer service, staff training and financial services for all lines of business including Commercial, Medicare and Medicaid.

### Key Results:

* Reviewed existing processes and operations used throughout the nursing homes, home health, hospice and provider offices to identify practice management system (Allscripts-Mysis) and operational process changes in addition to reviewing existing interfaces to other systems including Elderplan’s Emedon ClaimMaster claims system and eligibility data
* Generated a HIPAA 5010 report and ICD-10 assessment report for payer and providers discussing findings, level of risk exposures, remediation suggestions and recommendations along with providing a roadmap for vendor facilitation in meeting the mandates
* Developed workflows of existing systems and processes combined with identifying exposures and areas of potential risk in meeting HIPAA 5010 and ICD-10 mandates
* Led a team to assess data and claims volumes from Emdeon, as well as, direct from providers to determine changes in Companion Guides
* Created conversion maps between ICD-9 and ICD-10
* Filed for compliance and regulatory audit of ICD-10 readiness
* Identified security and infrastructure changes necessary to support ICD-10 conversions and data migration
* Prepped the customer on systems readiness review for audit

## SC Department of Health and human Services

Integration Manager (6 month contract), 1/10-9/10

Managed strategic plan development for supporting the Medicaid System Replacement (MMIS and MEDS) by establishing new processes, operations and standards of new PMO and Training departments, migrating existing history to a new platform and business model. Instituted critical path planning strategies and risk management for initiatives aligning to CMS MITA standardization. Defined and proved a reusable state Medicaid system model to initiate cross-state consistency in the administration of Medicaid, while also leading the planning for the development and implementation of an Enterprise Architecture model leveraging MITA standards and TOGAF.

### Key Results:

* Facilitated the planning, design, development, deployment and operations of supporting structures to align with a new Medicaid system for the state of South Carolina in accordance with CMS MITA standards
* Headed a team to define a new SC Enterprise Architecture Capability Model leveraging MITA and TOGAF models to create a reusable State Medicaid package that align to the CMS standardization requirements
* Worked with IT staff at Clemson University to define application and infrastructure needs to support new technology solution
* Defined and implemented metrics and reporting standards for performance, new training operational models to facilitate cultural change and new PMO processes to establish a working PMO within the State Agency
* Lead and facilitated State readiness reviews on processes and systems
* Produced opportunities to increase operational relationships to existing external parties, specifically Clemson University, for processing transactions and hosting applications in a multi-vendor operational environment

## novant health

Senior Project Manager (60 day contract), 11/09-12/09

Outlined the strategic initiatives and projects required for defining, consolidating, migrating and upgrading all Electronic Health Record (EHR) software in preparation for 5010 and ICD-10 transition for the hospitals, operation facilities and provider offices of Novant Health Group located in North Carolina, South Carolina, Virginia and Georgia supporting all lines of business including Commercial, Medicare and Medicaid.

### Key Results:

* Established vendor management agreements of practice management system upgrades and 5010 compliance with HRE transactions, Allscripts-Mysis and Siemens products in use.
* Outlined the upgrade of systems, infrastructure and processes accommodating 5010 and ICD-10 standards
* Review reports strategy to create efficiency in report generation and communications
* Prepped the customer for systems readiness review for audit

## Premier alliance group

Project Manager II (6 month contract), 6/08-3/09

Supported the $7M multi-system GIS technology data migration and upgrade project and relating subprojects consisting of 350 requirements, multiple vendor implementation for Duke Energy in Charlotte, NC.

### Key Results:

* Worked extensively with GE, IBM and GIS Engineers to assure data integrity and accuracy in the transition of the data from legacy to new common platform
* Managed and tracked program and project statuses in the utility technology projects with customer and business divisions in the Midwest region and Carolinas, along with virtual and remote resources including overseas resources located in India, Pakistan and New Zealand
* Succeeded with data migration and conversion for data cleanup and issue resolution and worked with technologies including: Informatica, ETL designs, SQL Server, .NET, Magik, GIS systems, DB2, Data Warehousing systems, Web and Portal Pages

## Bluecross blueshielD of south sc

Senior Project Manager, 4/04-6/08

Provided leadership, mentoring and counseling for all staff including performance reviews, conflict resolution and employee development while focusing on reduction of employee turnover issues. Worked with Furman University to define a Project Manager Training Program based on the PMI PMBOK standards and guidelines while developing and refining templates and process flows for the PMO. Lead disaster recovery exercise for multiple products and lines of business including, group and individual health, dental, life, TRICARE and property and casualty.

### Key Results:

* Targeted process improvement initiatives and defined training programs leading development, communication, and education to end-users resulting in improved project manager experience, consistency in delivery and increased customer satisfaction
* Developed and delivered training and operational programs, including documentation, for education on methodologies, processes, implementation of software and best of breed practices and processes
* Trained new project manager on MS Project 2000 and MS Project Server developing templates and starter plans for general use in the PMO
* Leadership, consultancy and management of:
  + Government mandated compliance efforts including HIPAA, NPI, ICD9, Medicaid processing for South Carolina, Medicare programs including Medicare Part D, Dental HIPAA transactions
  + New and existing systems development
  + Product, software and system maintenance and upgrade projects
  + Server decommission and application sun-setting
  + Vendor project implementations
  + Data and platform migrations
  + Web and e-commerce projects involving vendor products such as BenefitFocus and other BlueCross proprietary systems
  + BCA ITS releases
  + Managed projects for partner BlueCross Plans, BCA compliance efforts and contracted health insurance services for HealthNet and WellPoint
  + Lead data center build and claims data migration efforts for $65M Medicare contract using ETL and Informatica for report design and data movement through the data center

## Humana inc.

Senior ecommerce Regional Project Manager, 1/99-4/04

Managed merger activities, provider network coordination efforts and project efforts for the Midwest and Mid-south regions of the country researching and benchmarking best practices to provide metrics for trending and project effectiveness. Managed contract delivery and execution projects for physicians and hospitals networks working with Medicare, Medicaid, Dental, TRICARE, Pharmacy and Commercial HMO lines of business to improve claims transaction processes between providers and clearinghouses with a specific focus to move from paper claims to EDI or Clearinghouse transactions. Converted hospital networks, providers and service providers to electronic transaction services through preferred clearinghouses (Emdeon, McKesson, EDS, TriZetto, ZirMed, and Availity) and handled sales/marketing related presentations to sell the need for ecommerce use and HIPAA compliance.

### Key Results:

* Increased self-service usage by providing technical consulting to internal and external customers resulting in a 25% increase in overall web registrations and a 35% increase in EDI activity within the first five months and significantly reduced the number of service and problem related telephone calls using eCommerce, EDI, .NET, and Web Services with DB2
* Led efforts for the first round government HIPAA security transactions and code set implementations with clearinghouses, web transaction providers, eCommerce transactions, EDI and ASC transactions, end users networks and Web content management projects and DB2 migrations
* Led IT teams to setup and decommission servers and infrastructure to support transaction volume and data migration requirements
* Improved services for second level ecommerce and EDI support for customer service, providers and market offices through training and education to providers and staff increasing office operational efficiencies for providers and hospital operations
* Contributed to significant bottom line savings through full project management cycle, while managing project schedule and cost budgets of medium to large projects of $50mm to $1M
* Migrated hospital and provider data to new systems and EDI solutions implementing new practices using clearinghouse tools and worked with ACS to transition remaining manual paper claims users in MidWest/MidSouth regions to overseas (India) operations

Technical Experience and skills

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| **Project Management Agile, RAD & Waterfall Frameworks**  **Program and Enterprise Project Management**  **Strategic Planning**  **Staff Management**  **Team Leadership**  **Application and Infrastructure Team Leadership**  **Succession Planning**  **Vendor Management** | **Business Plan Development and Management**  **Risk Management Planning**  **Program and Resource Budgeting**  **Steering and Project Governance**  **Training Program Development**  **Presentation and Public Speaking**  **Claims and Benefit Workflow Design** | **Google and Apple Mobile App Design & Development Management**  **Enterprise Architecture**  **Service Oriented Architecture (SOA)**  **Security and Server Support Design**  **Social Media Strategies** |

Software and Technology

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| **Management Software**  **MS Project**  **Visio**  **SharePoint**  **Mercury Quality Center**  **Team Foundation (TFS)**  **Microsoft Office – Word, Excel, Access, PowerPoint**  **MindManager**  **PeopleSoft/SkillSoft**  **Learning Management System (LMS)** | **Team and Department Technology**  **Team Foundation (TFS)**  **Mercury Quality Center**  **Google and Apple Mobile**  **SQL Database**  **Oracle**  **Legacy Systems**  **Citrix**  **VMWare**  **VSAM**  **.NET/Web Services**  **Soap**  **Java**  **ETL/Infomatica**  **GIS – Smallworld, Tensing, Google**  **Server Security Certificates**  **LDAP Management & Setup** | **Transaction – Healthcare**  **Clearinghouses (Zirmed.com, Emdeon, McKesson, Availity, ZirMed, TriZetto)**  **ICD-9/ICD-10 coding transactions**  **HIPAA transactions (5010, ANSI, X12 837, 270/271, 276/277, 278,835, 275)**  **Dental claims/inquiries** |