

Fred Benjamin Panning

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INNOVATIVE TECHNOLOGY LEADER

Visionary leader with an emphasis on scaling organizations and SaaS solutions. Technical expertise in AWS, Azure, Data Analytics, decision support and API / Microservice architectures. Proven track record in leading global development teams from 20 to 250+ members, utilizing diverse staffing models. Adept at driving innovation with over a dozen new product introductions and even more acquisitions. Expert in process improvement and driving productivity gains.

EXPERIENCE

Chief Technology Officer

02/2022 - 03/2024

Cayuse, Portland, OR

Career Snapshot: Transformed a challenged EdTech company with a portfolio of over 20 research administration products utilizing a diverse array of technologies. Implemented a strategic shift of the development organization, transitioning from a growth-oriented stance to a frugal posture, aligning with an exit strategy. Emphasized cost efficiencies, strategic product stabilization, and technology enhancements in data analytics and data integration.

Top Contributions:

- **Salvaged 4 acquisitions** through doing missing technical due diligence, technology and workforce management plans to move teams to a common Software Development Lifecycle, integrate products, and address core technology and quality challenges.
- **Restarted a failed data analytics product** that had lost \$700K in outsourcing and \$75K per customer operating costs on Snowflake implementation into \$200K rewrite with less than \$10K in total operating costs through redesigns of the product Informatics Content model and ETL processes.
- **Revamped our product implementation model and data automation** reducing implementation headcount from 40 to 9, reducing project times by 80% and enabled integrations with more complex systems to drive services revenue to first-time profitability which is half of the company's revenue.
- **Shifted the team to an Accountability culture** starting from delivering 50% of the roadmap to 95% and a 33%+ attrition rate to 6% attrition rate through a focus on agile environments, measuring progress, mentoring teams and dealing with performance management issues.
- **Cut AWS costs by -30%** through establishing a FinOps program, redesigning a more scalable architecture and a revamp of the environment management system as well as optimizing our costs for AWS EC2, AWS DynamoDb, AWS RDS, PostgreSQL / Postgres, SNS, and GraphQL.
- **Engineered a 54% efficiency/productivity gain** in cost per story point going from \$757/pt to \$352/pt through workforce management including outsourcing, nearshore, offshore and staff augmentation as well as process improvement applied in a continuous improvement model.
- **Improved the portfolio average quality by 25%** through instituting a quality management system with a pioneering quality score of over 25 quality measures, Objective Key Results (OKRs) and Key Performance Indicators (KPIs) (e.g. performance, uptime, WCAG 2.1 Accessibility) that turned around a significant (>\$1M) customer credit and churn challenge.
- **Evangelized Cayuse** utilizing my communication skills to represent the company with Board Members, client meetings, key customers, prospects and the company to share our technology strategy and to salvage and foster key relationships in challenging situations.
- **Established a Vendor Management program** with both strategic and transactional vendors, success and compliance measures, governance programs and strategic objectives to consolidate staffing to three primary vendors and negotiate favorable terms for our content platform vendor.
- **Adopted GitHub Copilot, DuploCloud, New Relic** and other tools to streamline software development processes and inject DevOps best practices to achieve direct 10% productivity gains
- **Created a collaboration environment** with Product Management, Customer Success, Technical Services, Support and Sales that defined and executed Get Well Plans for 4 failing products and showcased that I was able to lead with empathy and be inclusive.
- **Began a new product launch** program with a Feature Flagging tool (split.io) that significantly reduced install base wide issues for new feature releases

Career Snapshot: Successfully grew the development team to over 250 and expanded the reach of psychometric assessments for over 24 million of users at a prominent EdTech organization. Pioneered the rapid launch of an innovative predictive / goal-based assessment solution within a year, utilizing advanced AWS technologies at scale. Additionally, spearheaded the implementation of Snowflake data analytics and MuleSoft-based data integration services, driving efficiency and innovation across the organization.

Top Contributions:

- **Delivered an ambitious new product offering in under 1 year**, on a new AWS cloud platform, in a new State Assessment Compliance market that multiple companies have left after failing. This was accomplished through driving a sense of urgency with revamped Agile processes, delivery monitoring and remediation cycles and scaling the team. We were successful with the customer and even became a reference example for design and process best practices for three of our vendors.
- **Grew the development team from 60 to 250+** through a multi-model staffing model including a new offshore contingent, a focus on talent management along with an efficiency focus that cut contractor unit costs by -57%.
- **Innovated with a new Shadow CAT / Goal Based Solver** using asynchronous processing on AWS Lambda and the Python based Gurobi Solver. This brought to market the first of its kind adaptive assessment that was only made possible with recent AWS advancements. Our solution was so cutting edge that it was co-launched with Amazon resulting in major updates to the Lambda design.
- **Revamped our data infrastructure** including Snowflake, MuleSoft and PowerBI that enabled customer success and supported our Research team in becoming nationally recognized.
- **Engineered a +72% increase** in per developer productivity levels by driving adoption of SAFe, team building and implementing ruthless optimization cycles to address all impediments.
- **Improved quality by 100%** through instituting a quality management system with a pioneering quality score of normalized measures which coupled with a continuous improvement program reduced hot fixes by -70% and new defects by -37%.
- **Managed a \$32M budget** within a 5% monthly forecast margin of error and at least 5% and up to 80% annual efficiency gains (in cost per story point).
- **Cut AWS costs by -36%** through establishing a FinOps program of a \$2M annual AWS bill with a focus on total cost of ownership in DynamoDb, Lambdas, Redis and Postgres.
- **Achieved NIST Cybersecurity Framework 3.0 Compliance** through a combination of Operations and Development features including building a SecDevOps / DevOps methodology.
- **Drove short-cycle innovation** through a biannual Hackathon model that resulted in < 1 month innovations including a market differentiating student engagement model as well as a Support Chatbot that drove a 15% reduction in phone-support cases .
- **Improved portfolio consistency, accessibility, and velocity** through establishing a shared UI Design Library of React / TypeScript UI components that sped up Front End Development.
- **Modernized our B2B Integration Solutions** for school Enterprise Software (Learning and Enrollment Management Systems) on a new Cloud Data Platform (MuleSoft) and revamped API integration solutions that reduced roster reconciliation times from months to weeks
- **Modernized our Product Strategy Methodology** by leading adoption of Aha from spreadsheets to drive business growth and better keep pace with Market Dynamics while still improving roadmap predictability.
- **Mentored my Leadership Team** and enabled their Professional Growth to have multiple Directors and managers become CTO's, VP's of Engineering and Directors within Product Development and Product Engineering organizations.
- **Created a cross-functional collaboration culture** with Product Engineering, Product Management, Sales, Customer Success, Technical Services and Support that turned around a dysfunctional culture.

Vice President of Engineering

CarePayment, Lake Oswego, OR

10/2014 - 03/2016

Career Snapshot: *Hired to turn around an under-performing development team for a healthcare financial services company. Oversaw \$6.7 million budget, Agile execution, set technical direction for strategic planning, vendor management, led software development and rebuilt the organization by adding systems operations, quality assurance and business intelligence.*

Top Contributions:

- **Positioned our business unit for sale** by leading a project which decoupled IT infrastructure from the parent company in under 4 months while saving over \$350,000 in annual IT expenses by switching to cloud-based solutions and right-sizing infrastructure.
- **Engineered 96% increase in developer productivity levels by revamping Agile processes** to be focused more on Scrum, Kanban, and Lean principles, continuous improvement, effective requirements flow and release methodologies.
- **Cut 40% from development team overhead** time spent on fixing defects and missed requirements; improved software quality by focusing team on "definition of done", root cause analyses, continuous improvement, added Dev-Ops methodology with new systems administration and QA teams which led to higher quality, and less operational down times.
- **Reduced revenue reporting times from 3 weeks to real-time** and delivered over 350+ data elements for "self-serve business intelligence model" which became the first-ever foundation for revenue forecasting / reporting; provided revolutionary insights into operations, support team, marketing, and implementation.
- **Established metrics driven culture and met or exceeded goals on 9 of 11 balanced scorecard measures** that system performance, reliability, scalability, compliance, security, quality, and business initiatives.
- **Reduced financial risk to company by standardizing vendor management process** that included SOC review and testing; established SLAs, reviewed compliance documentation, established testing / acceptance measures that enabled favorable contract renegotiations.
- **Established a Compliance Requirements Program** for ITIL, SOC II, PCI and HIPAA that enabled entry into Enterprise markets, met our Bank commitments and reduced Insurance costs.
- **Integrated a Payments Processing engine** for direct to consumer e-Commerce patient billing processing.

Director of Engineering

GE Healthcare, Hillsboro, OR

01/2000 - 10/2014

Career Snapshot: *Progressively promoted from a Software Engineer, Architect, Manager, Program Manager to rise into a CTO role for an organizational unit of ~150 staff that sold EMR and PM software for ambulatory physician practices. Set technical direction and execution for a \$180 million business unit, led technical discussions for customer advisory meetings, user groups & sales discussions, and worked with a larger GE developer community of 3,000+ to advance global engineering initiatives.*

Top Contributions:

- **Launched an incubator project in 2 months working with Microsoft (at their headquarters);** used lean startup principles to prove out new PaaS/IaaS Cloud architecture using pre-release Microsoft Azure technologies for an Order Processing / healthcare plan compliance MVP.
- **Designed a clinical informatics solution** encompassing 30+ million patient charts and disparate clinical terminologies that drove physician performance and patient outcome reporting.
- **Launched a shared-risk patient outcome improvement program** using data collection and analytics that worked with two leading IDN's in the healthcare industry.
- **Launched SaaS and Mobile applications** to create adjacencies for our core enterprise application.
- **Delivered first CCHIT certified product of our market in under a year** through convincing GE leadership to pull 3 engineering sites to contribute work and organically growing development velocity by 20% by revamping agile processes including SAFe.
- **Internationalized our Product in Singapore;** overcame a challenging government entity (which had led to previous failure of 2 earlier attempts) by managing technical and clinical informatics requirements of initial RFP and guiding the technical roadmap.

- **Participated in over a dozen acquisitions**; with the largest being the \$1.2B IDX acquisition.
- **Defined and presented roadmaps that shared technology vision with large audiences**; provided monthly updates, facilitated biannual user groups, and led key customer and prospect meetings.
- **Guided successful post-merger integration of an acquisition development team** which had the highest number of HR complaints of any GE office; set execution goals for team, traveled onsite regularly, weeded out underperforming team members, and rebuilt staff into top productivity levels.
- **Slashed defect rates by 50% and eliminated widespread customer dissatisfaction levels** tied to poor quality releases of the company's two major applications by instituting new defect performance metrics; also coordinated testing with QA which later established the foundation for a new integrated application still available in the marketplace.
- **Led a team of Platform Development Engineers and Architects** that both adopted and contributed common software and build infrastructure for the Healthcare division of GE. My Architecture team pioneered a multi-phase risk and design review process that became the standard for the division for which we trained and mentored technical leaders across 40+ acquired software development organizations.
- **Led a Performance Engineering Group** that scaled our products systems so well that the team and methodology became a shared Center of Excellence for the Healthcare division of GE.
- **Established Risk Management Programs** for patient safety, security, data privacy, and delivery.
- **Developed a new JBoss-based API Integration platform** to modernize our HL7 B2B interoperability and expand our market with new 3rd party integrations such as inventory management and prescription fulfillment operations. This included a partnership with Red Hat which became the standard design within the GE global architect community.
- **Created successful J2EE user registration solution for 4 million users**; built common user registration system for 3 major web sites of CBS HealthWatch, Medscape.com, and Logician.com.

SKILLS

AWS, Azure, FinOps, Data Analytics, Policy Creation, basic Psychometrics, regulatory compliance, PowerBI, EdTech, Assessment, Revenue Cycle Management, Practice Management, Strategic Roadmaps, Business Case Analysis, Phase Review Discipline, Lean Startup, Budget Planning, Forecasting, Financial Leadership, Cost Estimation, Software Development Lifecycles (Agile, Scaled Agile Framework, Lean, Six Sigma), Project Management, Product Management, Compliance (HIPAA, NIST, CCHIT, and Meaningful Use), Requirements Analysis, Software Engineering, Software Development Lifecycle (SDLC), Dev-Ops, DevOps, Quality Assurance (QA), Systems Engineering, Customer Learning, User Experience, Usability, Ux Design, Policies, Procedures, Staff Recruitment, Training, Performance Management Skills, Change Acceleration Processes, Process Improvement, Vendor Management & negotiation, communication, Project Management Office (PMO), management and supervisory skills, eCommerce Payments, Automated Clearinghouse (ACH), PCI-Compliant Processing, basic Clinical Informatics, Clinical Decision Support, Electronic Medical Records, SQL, performance & scalability tuning, C++, Java, C#, .NET, Business Process Analysis, Governance Models, Systems Management, Modeling, Issue Escalation, Presentation, Frameworks, Architectural Design, Solution Design, Content Management, Automation, Virtualization, Design Patterns, Application Design, SaaS, M&A, systems architecture, Business Planning, Agile Development Methodologies, Microservice Architecture, health IT, financial operations, business strategy, cloud computing, development environment optimization, software development processes, Quality Engineering, Snowflake, Organizational Design, Platform Development,

EDUCATION

Bachelor of Science (B.S.) - Aerospace Engineering

University of Cincinnati, Cincinnati, OH

Professional Development:

Supervised Machine Learning: Regression and Classification: DeepLearning.AI, Stanford University

Certified Six Sigma Green Belt

GE Executive Manager Development Course: Multi-week mini MBA course at Crotonville, NY that included leadership training, business simulations, and lectures from all top GE executives.