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Transformational IT / Business Executive and trusted advisor to key stakeholders who articulates and leads execution of a clear, compelling vision to transform enterprises through leveraging technology. Agilely assesses organization needs; overcomes complex challenges to streamline workflows, enhance security and stability, and ensure business continuity. With one eye on the future, leverages emerging and traditional solutions to address changing demands. Works collaboratively, applying strong communication skills to clarify complex technical solutions to non-technical stakeholders and builds trust between IT and the business. Develops and enriches high performance teams who excel at delivering practical, impactful solutions. Repeated success in organizational turnaround situations and intrapreneurial start-ups; introduces new lines of business and delivers complex program solutions.

Enhancing Enterprise Performance:

- **EMR Implementation:** Direct NetSmart EHR implementation specialized for behavioral health clinical workflows.
- **Cybersecurity:** Regulatory compliance; reliability; governance; incident management; reducing risk profile.
- **Healthcare Program Start-Up:** Built-out \$1.5B NYS Medicaid EHR Incentive Program; facilitated establishing a multimillion-dollar line of business for the consultant firm; initial \$15M project; CPHIMS certified during project.
- **Mobility:** APIs for public use of data, secure two-factor authentication remote access/VPN, Wi-Fi; text messaging client reminders; responsive designs; provisioning smart phones, tablets and kiosks; public data dashboards.
- **Financial:** Direct Medicaid Management Information System; over \$1.7B paid out, nearly 8.5M processed claims.
- **Innovation and Security:** Implemented data analytics platform for risk analysis and security management.
- **Quality / Efficiency Enhancements and Cost Savings:** Reduced unscheduled network downtime 97%. Led replacement of Storage Area Network (SAN) platform, negotiating \$2M in savings.
- **Crises Management Leadership:** Just months after being hired, ensured recovery and continuity of services for 2,000+ users following Hurricane Sandy, leading networks and operations resolutions and upgrades.
- **Contracts and Funding:** Improved management of full state/federal administrative lifecycles: Request for proposal, proposals, planning, terms/conditions, contracting, performance metrics, reporting, budget tracking.
- **Multi-sector Expertise:** Recognizes global management, cross-cultural and management needs. Extensive experience facilitating business solutions for government, healthcare, engineering and professional services.

Expertise and Experience that Ensure Enterprise Success

- Visionary Leader / Trans-Disciplinary Innovator
- Entrepreneurial / Solutions Champion
- Business Strategy / Technology Alignment
- Strategic Alliances / Vendor Management
- Budget Management / Financial Acumen
- Cybersecurity / Governance
- Cloud Computing
- Change Management / Process Improvement
- Data Analytics / EHR Implementations
- Project / Program Management
- PMP / CPHIMS
- High-Level Negotiations
- Team Building / Talent Development

Visionary • Persistent • Pragmatic • Collaborative • Passionate

Delivering Sustainable Value to Stakeholders

STATE of NEW HAMPSHIRE, Concord, NH

March 2016 – present

State's largest agency; one of the only states provisioning all health and human services needs under the direction of one agency.

Recruited to provide strategic planning, modernization, enterprise alignment and standardization, maturing business and information technology management, solutions supporting all health and human services.

DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS), CHIEF INFORMATION OFFICER (CIO)

Administer information technology supporting programs and services for Medicaid; Public Health; Children, Youth and Families; Food Stamps and Family Assistance; Child Support; Health Information Exchange; Community Based Care; Client Services and Long-term Care. Lead team of twelve direct, 78+ indirect reports. Manage technology operations for a 170-bed psychiatric hospital, long-term care and juvenile justice centers. Systems and support programs include award winning Integrated Eligibility system; Medicaid Management Information System (MMIS); Netsmart Electronic Health Record; Child Support Management; Bridges Comprehensive Child Welfare Information

System (CCWIS); Wisdom Public Health Statistics and Data Management; and support from the LEAN operations and Project Management Office. Support 3300 users, manage \$40M+ outsourced budget; \$35M OPEX, \$42M CAPEX covering statewide operations. Statewide leadership including: IT Council, NHHIO Board of Directors.

- Oversee MMIS system with over \$1.7B paid in nearly 8.5M processed claims; Integrated Eligibility system servicing 1 in 5 residents of NH as clients.
- Led collaborative team of staff, state leadership, and vendors through incident response following a public data breach. Managed official cybersecurity incident response to federal regulators and authorities.
- Improved vendor management for fiscal agent (MMIS) and key vendor contracts; developed framework for improved enterprise cybersecurity, governance, and fiscal responsibility.
- Served as Acting Chief Information Security Officer, initiated programs to reduce risk profile; provide incident management; direct MARS-E, HIPAA, NIST-800, SSA, IRS analysis and compliance; audit management.
- Implemented data stewardship program driving data management guiding principles and providing the framework for a distributed model leveraging the staff members directly managing and exchanging data.
- Directed operational excellence initiatives to further empower clients, increase mobility. Introduced kiosks in District Offices to improve workflow, reducing wait lines, improving quality of the client experience.
- Enterprise alignment efforts consolidated legacy long-term care custom application and Choices for Independence (CFI) Waiver management functions into current Integrated Eligibility and case management.

BOLD ENDEAVORS, LLC

June 2015 – March 2016

Sole proprietorship, providing customized thought leadership and management consulting services on a wide variety of projects.

- Knowledge leadership consulting; event-driven marketing for a resort, driving customer engagement.

NEW YORK STATE OFFICE OF THE ATTORNEY GENERAL, Albany and Manhattan, NY

2012 – May 2015

Multi-location State Agency with 2,200+ users in 25+ offices; one of the country's largest public law firms.

Recruited to transform business services; organization lacked standardization and project management; IT infrastructure had not been invested in for a decade. Only months after hire, the East Coast was hit by Hurricane Sandy. Provided steadfast focus to lead the technical team through this emergency/crisis.

CHIEF INFORMATION OFFICER (CIO), 2012 – May 2015

Developed a new, foundational strategic technology plan and roadmap for IT Governance, Finance and Business Continuity. Developed and implemented comprehensive, structured, scalable approach to technology management. Led team of six direct and 80+ indirect reports. Manage \$25M budget; \$15M OPEX, \$10M CAPEX covering three datacenters and 25 regional offices; established Project Management Office (PMO).

- **Data Analytics and Security:** Implemented security-based data analytics platform improving risk analysis and data-based decision making regarding threat detection, prevention and response management.
- **Network Modernization:** End-to-end modernization of antiquated infrastructure to redundant datacenters with near seamless failover, virtualizing environment, upgrading and standardizing servers and connectivity.
- **Improved Productivity:** Full enterprise deployment refresh (PCs, monitors, office suite); implemented increased bandwidth, provided comprehensive high availability and business continuity.
- **Mobility:** Provided secure workforce mobility options with two-factor authentication virtual desktop (VDI) for remote access, WiFi deployment and secure private cloud file transfer capabilities.
- **Cloud:** Introduced Software as a Service (SaaS) and cloud-based service offerings including portfolio management, brief bank, eDiscovery, communications, marketing and media management.
- **Security:** Implemented HIPAA compliant email for financial recovery and SpectorSoft HR monitoring services.
- **Vendor/Contract Negotiations:** Replaced Storage Area Network (SAN) platform, negotiating a \$2M savings.
- **Optimized Resource Management:** Provided training for performance review process, developed leadership.
- **Standardization and Fiscal Responsibility:** Significantly improved procurement and budgeting processes, including planning, refresh and other tracking, vendor selection, negotiations and management.

NEW YORK STATE TECHNOLOGY ENTERPRISE CORPORATION (NYSTEC), Albany NY

2006 – 2012

Legislatively enacted non-profit organization whose mission is to support state agencies and program management across the State.

Initially hired to turn around a content management project. Role quickly evolved into leading broad program management providing thought leadership and strategic consulting support to the Department of Health (DOH).

PROGRAM MANAGEMENT INTERNAL CONSULTANT / HEALTH AND HUMAN SERVICES LEAD

Provided senior technical and business expertise to client organizations. Directed large scale programs including strategy, execution, facilitation, schedule and budget development, maintenance and tracking, regulatory reporting, team building, and relationship management with both public and private sector stakeholders. Served as thought leader in administration of NYS Medicaid EHR Incentive Program (\$1.5B+ impact/\$740M+ disbursed).

Client: Department of Health

- Program Development: Built out DOH NYS Medicaid EHR Incentive Program, working with public and private partners collaborating on program development, management, vendor oversight and application initiatives.
- Regulatory Reporting: Led State Medicaid Health Information Technology Plan (SMHP), Implementation Advance Planning Document (IAPD), supporting DOH Office of Health Insurance Programs (OHIP) funding.
- Relationship Management: Built and maintained productive relationships with national and regional stakeholders, including the Centers for Medicare and Medicaid (CMS) and hospital association stakeholders.
- Facilitation and Education: Developed extensive educational and informational program: events, facilitated meetings, webinars, digital collateral, social media, brochures, documentation, email and call center support.
- Service Line Development: Developed talented team of subject matter experts, laying the foundation for multimillion-dollar HHS service line, \$15M initial contract for NYSTEC.

Client: Department of Environmental Conservation

- Triage: Led content management project turnaround. Upgraded solution to fully functional CMS and trained 30 content managers. Providing 10M+ annual visitors with easy access to 35K+ files. NYS Forum Best of Web Award.
- Global Team: Led air monitoring project with virtual, global team in United States, Israel and Germany.

CHA (Formerly Clough Harbour & Associates), Albany, NY

2001 – 2006

Technology incubated within the auspices of a top 105 engineering company, providing services supporting core engineering services.

PRINCIPAL ASSOCIATE / WEB APPLICATIONS AND VISUALIZATION SERVICES MANAGER

Directed application, web development and 3D visualization services with full service line P&L. Developed annual strategic plans, budgeting, forecasting, managed resources. Led business development and client relations.

- Startup: Established new 3D animation service line, new technology for the firm. Hired and led creative team.
- Leadership: Selected by the Board to serve as the first technology member of the senior leadership team.

Previous Professional Experience

PRESIDENT, Bigpaw Enterprises
REAL ESTATE ASSOCIATE BROKER, Equine Properties

RADIATION THERAPIST, Multiple Healthcare Providers
WEB DESIGNER, Delta Marketing

Nonprofit Commitment and Community Involvement

ALLIANCE OF TECHNOLOGY AND WOMEN, Tech Valley Chapter (Albany)

2002 – 2006

Non-profit organization committed to empowering women in executive roles; encouraging young women to enter technology fields.

PRESIDENT/ DIRECTOR OF MARKETING Led board, committees; directed strategic planning, programs, marketing, public relations, membership, event planning, fundraising/sponsor solicitation, fiscal management.

A Passion for Lifelong Learning and Professional Development

MBA, Information Technology, Western Governors University
Studies, Ph.D. Fellowship Program, State University of New York (SUNY), Upstate Medical, Syracuse, NY
BS, Zoology, State University of New York (SUNY), Oswego, NY, Magna cum Laude
Associate of Applied Science (AAS), Radiotherapy, Erie Community College, Buffalo, NY

Project Management Professional (PMP) 2004-2018 | Certified Professional in Healthcare Information and Management Systems (CPHIMS) 2011 – 2014 | Six Sigma Green Belt Training at Lockheed Martin/Rutgers University

Representative Speaking Engagements

eRepublic CIO Magazine, Govtech.com, New York State IT Leadership Academy, CIO Panel 2015
Deloitte, CIO/CTO Panel Discussion: How To Position Yourself As Strategic, 2015