
Career Summary

Mr. Wright, a certified Project Management Professional (PMP), has over 19 years of public and private sector health care IT experience. He has provided encounter data quality assessment and improvement, business intelligence planning, quality measure development, project management, test planning and management, test execution, analysis, requirements development and maintenance, system development, training, and documentation services. He has extensive experience with both private and public sector health care, including the following projects for the State of California:

- DHCS - Encounter Data Improvement Project (EDIP), Enterprise Performance Monitoring Project, Next Generation MIS/DSS Project, Cal-SOLQ Project, 5010/D.0 Enhancement Project, SLR Enhancement Project, MITA Project
- CPHCS – Clinical Data Repository (CDR) and Data Validation Integrity Initiative (DVI)
- OSHPD, Facility Development Division (FDD) - Logbook Redesign Project (LRP)
- ADP - California Outcomes Measurement System (CalOMS) Project
- DHS – HIPAA Gap Analysis Project

Mr. Wright also has over 19 years' experience:

- Working in the health care field
- Working with health-care related Information Technology (IT) applications / systems
- Writing use cases and documenting IT software requirements using formal, industry-accepted methodology (e.g., IEEE, etc.)
- Demonstrating verbal and written communication skills including the ability to explain and present IT development artifacts in clear, non-technical language, etc.
- Demonstrating understanding of Software Development Life Cycle (SDLC) processes and experience using SDLC methodologies

Relevant Experience

Health Net Encounter Data Improvement Program Phase I

Health Net

Consultant Project Director

August 2018 – November 2018

- Led one of the six consulting teams working for Health Net to assess encounter data quality issues for Medi-Cal providers, including training the team regarding encounter data quality, directing team activities, and providing subject matter expertise
- Team performed assessments for multiple providers – including Independent Physicians

Associations (IPA), Federally Qualified Health Clinics (FQHC), and physician's offices

- Described As-Is state of the providers, documenting how encounter data is handled end-to-end from the perspective of Business Processes, Data Flows, Technical Infrastructure, and Governance
- Analyzed As-Is state, identifying potential Gaps that can create data quality issues
- Recommended solutions to resolve identified Gaps, and packaged recommendations into actionable data quality improvement projects

Enterprise Performance Monitoring Project (EPM)
State of California, Department of Health Care Services
Project Manager / Technical Lead
May 2017 – May 2018

- Performed Business Process Modeling (BPM) and Business Process Improvement (BPI) for Performance Monitoring / Business Intelligence (BI) processes in the Managed Care Quality and Monitoring Division (MCQMD)
- Created a Proof of Concept (POC) BI solution for MCQMD - this POC so thoroughly met business needs that it was turned into a production system
- Created system and user documentation for POC
- Developed information on the data sources used in the POC that are not currently integrated into the DHCS data warehouse, to simplify that integration effort in the future
- Determined the necessary process steps for implement this solution for other types of data at DHCS
- Created a list of training and skills needed to implement and maintain this solution for other data types
- Created a staffing plan recommendation for implementing and supporting this solution
- Developed a BI Roadmap for future phases – structured approach that cuts across DHCS divisional boundaries and creates a plan for implementing performance measurement in a truly enterprise fashion
- Designed a template project approach for future phases
- Supported the creation on an IAPD (Implementation-Advanced Planning Document) to pull down enhanced federal funding for the implementation and maintenance of this project
- Trained DHCS staff in the maintenance, operations, and end-user analytic use of this system

Medicaid Information Technology Architecture (MITA) Project
State of California, Department of Health Care Services
Business Integration Manager
December 2015 – May 2017

- Coordinated project work across Business, Information, and Technical Architectures
- Worked with teams to achieve high level of quality in deliverables
- Helped translate business issues to technical staff and technical issues to business staff
- Created multiple project management artifacts (including project schedule, status reports, communication plan, and others) to support the state staff project manager
- Worked with management and executive staff to implement the MITA To-Be vision for DHCS
- Coordinated architectural work with other state organizations, especially the Office of Systems Integration (OSI)
- Planned and supported the implementation of new tools and methods for the project team
- Supported the maturation of DHCS governance processes

Encounter Data Improvement Project (EDIP)
State of California, Department of Health Care Services
Project Manager
September 2012 – November 2015

- Created a multi-dimensional definition of encounter data quality for DHCS to use department-wide
- Lead teams that created standards for measuring encounter data quality
- Coached teams that created a tool for calculating encounter data quality grades for managed care plans
- Planned, stood up, and trained a new unit (the Encounter Data Quality Unit) within DHCS to own ongoing operational focus on encounter data quality issues
- Coordinated multiple cross-divisional workgroups with DHCS to include input from data owners, data custodians, data users, and data influencers
- Developed new approaches for DHCS to interact with managed care plans to resolve encounter data quality issues
- Briefed executive staff on encounter data quality issues and project progress
- Provided project management coaching and data quality subject matter expertise to the Managed Care Provider Data Improvement Project (MCPDIP)
- Created system architecture and training DHCS staff in development of Managed Care Monitoring

System (MCMS), a collection of tools for monitoring and reporting on a wide variety of managed care oversight functions

5010/D.0 Enhancement Project and SLR Enhancement Project

State of California, Department of Health Care Services

IV&V Technical Lead Project Manager

July 2011 – July 2012

- Worked with the IV&V team to oversee the implementation of the 5010/D.0- Enhancement Project and the SLR Enhancement Project for DHCS
- Supported the User Acceptance Test process for both projects, which included delivering informal training in testing basics to state staff, and helping with planning and organizing the UAT effort
- Reviewed and made recommendations to DHCS regarding development team's system test process
- Determined if the design was appropriate and efficient, if the total system design was reasonable and appropriate to the solution, whether connectivity, security and confidentiality issues were addressed thoroughly
- Reviewed the vendor development team's deliverables
- Helped with contingency planning and risk analysis

Data Validation and Integrity Initiative (DVI) Project and Clinical Data Repository (CDR) Project

State of California, Prison Health Care Services (CPHCS)

Test Manager

December 2010 – June 2011

- Analyzed past testing activities on CDR project to determine future testing needs
- Created and executed system test plans to support DVI project activities
- Developed draft Acceptance Criteria for version 2.0 release of CDR system
- Developed draft User Acceptance Test (UAT) test plan and test cases
- Developed Maintenance and Operations Plan for CDR system
- Provided input regarding creation of a new Test Team for the Application Development organization
- Worked with subject matter experts to elicit feedback on requirements, design, development, and testing of the CDR system

Facility Development Division (FDD) - Logbook Redesign Project (LRP)
State of California, Office of Statewide Health Planning and Development (OSHPD)
Business Analyst
October 2009 - December 2010

- Acted as a Business Analyst on mission critical system used by FDD to track health facility construction projects through plan review and construction
- Defined business process flow
- Worked with implementation team, subject matter experts, and the end user community to elicit and elaborate detailed requirements
- Managed and traced high-level requirements
- Configured COTS system for implementation
- Tested system configuration
- Utilized Accela Automation, IBM Requisite Pro, and Microsoft Office

Wellness and Recovery Model Support System (WaRMSS) Project
State of California, Department of Mental Health (DMH)
Test Consultant
July 2008 – July 2009

- Acted as Test Consultant on the DMH developed real-time software, WaRMSS, which: assisted the state hospitals in the implementation of the Wellness and Recovery model of providing care; allowed clinical teams to tailor individualized treatment plans, document goals of individuals served, document progress toward goals, and make changes to individual treatment plans; allowed hospital staff to schedule group treatment, generate group rosters, and record group attendance and participation; and provided a system for managing incidents and patient risks, both behavioral and medical
- Trained state staff, both the test team lead and the test team members, in fundamental and advanced software testing approaches and techniques
- Created and modified test scenarios based on change, whether as a result of bug or modification
- Reviewed new and modified existing test script details with business analysts for accuracy
- Reviewed and updated Regression Test scripts as necessary
- Executed test scripts and recorded results
- Executed Regression test scripts to ensure build is not affected by newly incorporated change sets
- Researched new application defects discovered in test execution
- Entered defects into Team Foundation Server (TFS)

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- Documented defect and modified test scripts
 - Retested defects marked as completed in TFS

California Outcomes Measurement System (CalOMS) Project
State of California, Department of Alcohol and Drug Programs (ADP)
Business Analyst and Test Manager
April 2005 – July 2008

- Worked with the development team to design, document, test, and deploy CalOMS for ADP
- Wrote a high-level deliverable document which included the plans for testing, training and knowledge transfer, installation and activation, and maintenance and support
- Developed detail-level test plan; test scripts; oversaw the execution of integration testing, system testing, interface testing, and go-live testing; supported user acceptance testing; managed the defect resolution process; and prepared test release documentation
- Provided internal quality control for development team for all deliverables
- Worked with ADP to refine and clarify project requirements
- Lead the training and knowledge transfer process, including preparing detailed training plans, creating training materials, writing user documentation, and leading training sessions for both ADP staff and trading partner staff
- Wrote and maintained the requirements traceability matrix deliverable used by the development team and ADP
- Managed the implementation of functional enhancements to CalOMS for ADP
- Assisted ADP with the design, development, testing, documentation and implementing approved changes and enhancements to CalOMS
- Identified requirements and prepared design documents for approved changes and enhancements to CalOMS
- Conducted unit, integration and system tests to verify that CalOMS worked properly and according to ADP's requirements
- Supported ADP's user acceptance testing of the changes and enhancements
- Updated the CalOMS system documentation and user materials to incorporate the changes and enhancements
- Facilitated the installation of the system changes and enhancements to the CalOMS production system
- Trained selected ADP representatives on the system changes and enhancements
- Provided third-level technical support for CalOMS

***Next Generation Management Information System / Decision Support System
(MIS/DSS) Project***

State of California, Department of Health Care Services (DHCS)

IV&V Technical Lead Project Manager

April 2007 – June 2008

- Worked with the IV&V team to oversee the implementation of the Next Generation MIS/DSS for DHCS
- Supported the User Acceptance Test process, including validating and creating test scripts for 75 testers and tracking issues to resolution
- Reviewed and made recommendations to DHCS regarding development team's system test process
- Determined if the design was appropriate and efficient, if the total system design was reasonable and appropriate to the solution, whether connectivity, security and confidentiality issues were addressed thoroughly
- Reviewed DHCS development team's deliverables
- Reviewed and made recommendations to DHCS regarding end user training
- Performed traceability analysis to track requirements through all phases of the project to evaluate that the products correctly reflect all of these requirements from a technical perspective
- Determined if the development team had established appropriate coding standards, if coding was being done within those standards by all development staff, whether the coding was correct and efficient
- Validated the adequacy and results of the Quality Assurance process
- Determined whether Validation testing was adequately planned and conducted, whether test scripts address all functionality
- Determined the adequacy and completeness of configuration management for system documentation and coding, version control, and Job Control Language (JCL)
- Determined if the planning for the deployment and implementation of the system was appropriate and complete from a technical perspective

California State Online Query (Cal-SOLQ) Project

State of California, Department of Health Care Services (DHCS)

Business Analyst

February 2007 – August 2007

- Worked with the development team to design, document, test, and deploy the California State Online Query (Cal-SOLQ), a system which interacts with the Social Security Administrations' database and MEDS

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- Lead the training and knowledge transfer process, which included preparing detailed training plans, creating training materials, writing user documentation, and leading training sessions for DHCS staff
 - Performed the role of Test Manager on a project, which included development of: detail-level test plan, test scripts, overseeing the execution of system testing, supporting user acceptance testing, managing the defect resolution process, and preparing test release documentation
 - Provided internal quality control for development team for all deliverables
 - Worked with DHCS to develop project requirements
 - Wrote and maintained the requirements traceability matrix deliverable used by the development team and DHCS

California Medicaid Management Information System (CA-MMIS)
State of California, Department of Health Services (DHS)
Quality Assurance Systems Liaison Project Manager
June 2004 – April 2005

- Gathered requirements, designed, and developed database to track provider interaction reviews with outputs from this database being used to improve the quality of provider interactions and for reporting quality levels to the client (DHS)
- Managed the Problem Statement process - a contractually required project lifecycle process to address potential issues in systems or claims processing; this included both the MMIS and other systems, including FAIM (Fiscal Intermediary Access to MEDS)
- Designed and developed a database to streamline Problem Statement clerical functions within Quality Management group
- Gathered requirements, designed, and developed a database to automate post-warrant quality reviews; outputs include feedback to claims processing groups and client reporting
- Prepared Initial Planning Document for potential ISO 9001:2000 certification project
- Represented the Quality Management group in bi-weekly Client Priority Meeting between EDS and the Department of Health Services
- Represented the Quality Management group at monthly Technical Review Board overview meetings
- Represented the Quality Management group on the Disaster Recovery Team
- Supported follow-up audits for Asset Management Kaizen (business process improvement process) event and Error Code Review Kaizen event

270/271 Remediation Project
State of California, DHS, Office of HIPAA Compliance (OHC)
Business Analyst
September 2003 – January 2004

- Provided analytical support to multiple programs areas
- Assessed potential impact of HIPAA regulations on business and technical processes
- Performed Assessment, GAP Analysis, and Design Specifications for the 270/271 Third Party Liability transactions which included analyzing the relationships of the Third Party Liability Branch's OHC (Other Health Coverage) system to other DHS data systems, including the MMIS and MEDS
- Wrote summaries of the business, technical, and legal assessments
- Created a gap analysis comparing current processes to HIPAA requirements
- Researched and documented a solution alternatives document that evaluated different approaches to achieving compliance
- Designed a remediation plan to implement the proposed solution

Management Information System / Decision Support System (MIS/DSS) Project
State of California, Department of Health Services (DHS)
Data Manager/Analytic Consultant
October 1999 – September 2003

- Trained DHS staff to use Thomson/Medstat's DataScan, Panorama View, Advantage Suite, and MapInfo software and databases and supporting their ongoing analytic use of these products
- Supported the ongoing use of DataScan as a DSS for Medi-Cal
- Supported Client Manager in ongoing client management/project management for Medi-Cal
- Participated as a member of Thomson/Medstat Fraud Squad (renamed Solution for Payment Integrity) in developing Medstat FADS/Fraud/Payment Integrity packages
- Tested Provider, Managed Care Financials, and Capitation tables for final phases of The MEDSTAT Group's DataScan installation for Medi-Cal

Fraud Abuse Detection System / Decision Support System (FADS/DSS)
State of Missouri, Department of Medical Services (DMS)
Project Analytic Consultant
February 2001 – September 2003

- Trained the Missouri Division of Medical Services (DMS) staff to use Thomson/Medstat's DataScan, Panorama View, Advantage Suite, and MapInfo software and databases and supporting their

ongoing analytic use of these products

- Worked to implement Advantage Suite as a combined Fraud/Abuse Detection System (FADS) and Decision Support System (DSS) for Missouri Medicaid
- Provided analytic and design support for Thomson/Medstat Data Management team in Fraud Abuse Detection System (FADS)/Advantage Suite implementation for Missouri DMS
- Wrote specifications and performed data investigation for FADS algorithm design for Missouri DMS
- Supported Client Manager in ongoing client management/project management for Missouri DMS
- Participated as a member of Thomson/Medstat Fraud Squad (renamed Solution for Payment Integrity) in developing Medstat FADS/Fraud/Payment Integrity packages

Decision Support System (DSS) Project

State of Montana, Department of Public Health and Human Services (DPHHS)

Analytic Consultant

February 2001 – September 2003

- Worked as Analytic Lead with the Thomson/Medstat Client Manager, Project Manager, Data Management Team, Product Support staff and Product Development staff to implement Thomson/Medstat's Advantage Suite database for Montana Department of Public Health and Human Services (DPHHS) – the first Medicaid implementation of this product
- Trained the Montana DPHHS staff to use Thomson/Medstat's Advantage Suite software and database and supporting their ongoing analytic use of this product
- Provided analytic and design support for Thomson/Medstat Data Management team in Fraud Abuse Detection System (FADS)/Advantage Suite
- Supported Client Manager in ongoing client management/project management for Montana DP
- Participated as a member of Thomson/Medstat Fraud Squad (renamed Solution for Payment Integrity) in developing Medstat FADS/Fraud/Payment Integrity packages
- Tested Claims tables for The MEDSTAT Group's Advantage Suite installation for Montana Medicaid
- Wrote the conversion specifications for all Claim converts for The MEDSTAT Group's Advantage Suite installation for Montana Medicaid

Decision Support System (DSS)

State of Nebraska, Nebraska Medicaid

Project Analytic Consultant

February 2001 – September 2003

- Trained the Nebraska Health and Human Services (HHS) staff to use Thomson/Medstat's DataScan and Panorama View software and databases and supporting their ongoing analytic use of these



products

- Supported the ongoing use of DataScan as a DSS for Nebraska Medicaid

***Management Information System / Decision Support System (MIS/DSS)
State of Louisiana, Department of Health and Hospitals (DHH)***

Project Analytic Consultant

July 2000 – December 2001

- Worked with the Deputy Medicaid Director, Medicaid Executive Officer, Medicaid Section Chiefs and various analysts in the Louisiana Department of Health and Hospitals to obtain and analyze data from The MEDSTAT Group's DataScan database

Employment History

Blue Heeler Solutions – CTO

May 2018 – Present

Infiniti Consulting Group – Senior Project Manager

December 2015 – May 2018

Public Consulting Group (PCG) – Consultant

April 2014 – December 2015

Hubbert Systems Consulting (HSC) – Senior Consultant

December 2010 – April 2014

Natoma Technologies – Business Analyst

October 2009 - December 2010

Hubbert Systems Consulting (HSC) – Consultant

April 2005 - October 2009

Electronic Data Systems (EDS) – Quality Assurance Systems Liaison

June 2004 – April 2005

Hubbert Systems Consulting (HSC) – Consultant

September 2003 – January 2004

Thomson/Medstat – Data Manager / Analytic Consultant

October 1999 – September 2003

Certifications

Project Management Professional (PMP) – Project Management Institute, Since 2009