

CHRISTIAN JAMES TYRRELL

31+ Years of Program & Project Management Experience | Healthcare IT, AI Transformation & Financial Services | Senior Program Manager / Director

Franklin, TN • [linkedin.com/in/tyrrell](https://www.linkedin.com/in/tyrrell)

EXECUTIVE PROFILE

Senior Program Manager and Director with 31+ years of program and project management experience leading large, complex, cross-functional programs across healthcare IT, AI transformation, and financial services, accountable for end-to-end delivery including cost/budget management, scheduling, and stakeholder governance, including a \$52M Medicare Advantage and Medicaid Managed Care portfolio at Cigna Government Sector, a \$50M FINEOS Disability/Claims platform transformation at Voya, a \$69M HIPAA 5010/ICD-10 remediation program at UnitedHealth Group, and a \$35M Sapiens ALIS Policy Administration System implementation at NTT Data. Brings hands-on production AI/LLM program leadership as Director, AI Program Delivery & Clinical Validation at Solved Health.AI, engineering 40+ specialized prompts across Claude, GPT-4o, Gemini, DeepSeek, Meta AI, and GROK to power 1,000+ clinically validated training scenarios, establishing Human-in-the-Loop governance and hallucination remediation standards, and securing an Authority to Operate (ATO) milestone for the first AI-driven curriculum approved for federal continuing education credits, complemented by a Freelance Technology Consultant practice (Sep 2025-Present) applying AI tools and website design across 9 small business, startup, and non-profit clients. Brings direct global and matrixed-organization delivery experience, having served as Global Account Delivery Manager overseeing virtual teams across India, Israel, Canada, UK, and the US at NTT Data, stood up an offshore captive organization in India at UnitedHealth Group, and led infrastructure modernization spanning APAC, EMEA, and AMR regions at Cigna, alongside direct M&A integration experience across the Cigna/Express Scripts post-merger integration, the \$11.5B MetLife acquisition of Travelers Life and Annuity, and the HealthSpring/Cigna acquisition. Builds the analytical case for major operational decisions, having co-founded the Disability Income Project Management Office at MassMutual from scratch, establishing ROI evaluation standards and cost-benefit analysis frameworks, and delivering a strategic Sales Illustration System that generated \$12M in increased sales from a \$6M investment (2:1 ROI), applying Agile, Waterfall, and hybrid delivery methodologies (Scrum, SAFe) and hands-on Planview/Clarity portfolio governance throughout a career spanning insurance, healthcare payer, and government/public sector.

Core Healthcare Program Management & PMO Governance Competencies

Large, Complex Program & Portfolio Delivery: Led large complex projects and programs with multiple sub-projects, accountable for end-to-end delivery, including a \$52M Medicare Advantage and Medicaid Managed Care portfolio at Cigna Government Sector, a \$50M FINEOS platform transformation at Voya, a \$69M HIPAA 5010/ICD-10 remediation program at UHG, and a \$35M Sapiens ALIS implementation at NTT Data.

AI/LLM Program Delivery & Governance at Production Scale: Directed a production Generative AI platform from underperforming prototype through MVP and multi-state expansion at Solved Health.AI, engineering 40+ specialized prompts across six major LLMs, establishing HITL validation and hallucination remediation standards, and securing a federal Authority to Operate (ATO) milestone.

Global & Matrixed Team Delivery, M&A Integration: Served as Global Account Delivery Manager overseeing virtual teams across India, Israel, Canada, UK, and the US at NTT Data; stood up an offshore captive organization in India at UnitedHealth Group; managed cross-functional workstreams for the Cigna/Express Scripts post-merger integration and the \$11.5B MetLife acquisition of Travelers Life and Annuity.

Business Case Development, ROI & Financial Modeling: Co-founded the Disability Income Project Management Office at MassMutual from scratch, establishing ROI evaluation standards and cost-benefit analysis frameworks; delivered a strategic Sales Illustration System generating \$12M in increased sales from a \$6M investment (2:1 ROI).

Regulated Healthcare Governance & Risk/Compliance Management: Managed project risks, dependencies, and governance activities within HIPAA-compliant, federally regulated Medicare Advantage and Medicaid environments, owning RAID/RAIDD logs, change control, and audit readiness, with hands-on Planview/Clarity PPM governance experience at Cigna and UHG.

Executive Communication, Stakeholder Leadership & Matrix Influence: Delivered executive-level status reporting and Steering Committee decks to CEO/CTO-level leadership throughout a 30+ year career, leading matrix-managed teams of 45-70+ and direct reports up to 9, consistently influencing outcomes across cross-functional teams without always holding direct reporting authority.

PROFESSIONAL EXPERIENCE

FREELANCE TECHNOLOGY CONSULTANT

Sep 2025 – Present

Independent Consultant, Self-Employed | Franklin, TN (Remote)

- **Freelance Client Delivery & Website Design:** Delivered independent technology consulting services to 9 clients spanning small businesses, startups, non-profit organizations, and web design/consulting firms, including website development, AI-enabled automation, and project and technical documentation; designed and built client websites on Cloudflare Pages, including subcontracted web design support for other independent consultants and contracting firms.
- **AI-Assisted Tools, Automation & Visual Content:** Applied Claude, ChatGPT, Gemini, DeepSeek, Meta AI, GROK, and Microsoft Copilot to build AI-assisted documents, tools, and lightweight programs for small business and startup clients, deliberately expanding hands-on AI/LLM implementation experience beyond the healthcare domain; generated custom website graphics and illustrations using Midjourney, DALL-E, Stable Diffusion, and Leonardo.ai.
- **Project Management Portfolio Site Development:** Designed and built a comprehensive project management portfolio site (ct-pm.pages.dev) using Claude AI, including a program dashboard, weekly status report, WBS/Gantt console, budget tracker, PM plan, change control log, and steering committee deck, alongside interactive tools including a PMBOK-based Project Estimator (parametric and three-point/PERT estimating), a Monte Carlo risk simulator, and structured multi-criteria decision tools.
- **Startup & Non-Profit Pro Bono Engagement:** Took on select startup and non-profit engagements on a pro bono basis specifically to gain practical exposure to early-stage business operations and mission-driven organizational needs.

SOLVED HEALTH.AI

Feb 2025 – Aug 2025

Director, AI Program Delivery & Clinical Validation (Consultant) | Franklin, TN (Remote)

- **AI-Enabled Healthcare Product Delivery:** Personally engineered the prompts and scenario logic behind the EMTeam AI SaaS mobile platform delivered to Paramedics, Advanced Emergency Medical Technicians, and EMTs; generated 1,250+ clinically accurate EMS training scenarios across 40+ specialized prompts leveraging Claude 3.5/4.0, GPT-4o, Gemini, DeepSeek, Meta AI, and GROK; drove the transition from an underperforming prototype to a production-ready framework (TRL 8/9) over the February-August 2025 engagement, enabling commercial deployment and revenue realization.
- **Clinical Governance, QA & Defect Management:** Established Human-in-the-Loop (HITL) validation protocols with licensed MDs, university medical staff, and Paramedics; defined measurable quality KPIs and hallucination remediation standards ensuring 100% clinical accuracy across 1,000+ scenarios validated against national, state, and local EMS protocols. Served as primary QA reviewer identifying and escalating critical defects with every new deployment cycle, entering system defects into Jira for development and offshore vendor remediation and maintaining zero-defect release standards in a mission-critical first-responder training environment.
- **Federal Regulatory Accreditation (ATO):** Authored and engineered the comprehensive suite of clinical simulation scenarios required for review and approval to receive Commission on Accreditation for Pre-Hospital Continuing Education (CAPCE) certification; achieved the Authority to Operate (ATO) milestone, the platform's sole revenue gate, establishing the first AI-driven curriculum approved for federal continuing education credits.
- **LLM Benchmarking & Verification & Validation (V&V):** Conducted comparative benchmarking of Claude 3.5/4.0, GPT-4o, DeepSeek, and Gemini for clinical accuracy and hallucination remediation across 1,000+ AI-generated EMS training scenarios; designed and implemented LLM Governance Verification and Validation (V&V) protocols ensuring system reliability and point-of-care accuracy for first-responder training in mission-critical safety environments.

- **Client & Market Partnership Engagement:** Represented technical platform capabilities in onsite partnership discussions with Belmont Medical School and Carle Illinois College of Medicine to assess product-market fit for a broader clinical AI training platform; engaged Tennessee county EMS agencies as government end-user partners, customizing scenario sets to reflect the exact local geography, streets, and medical facilities of each agency's service area.
- **CEO-Accompanied Field Marketing & Scenario Methodology Presentations:** Traveled directly with the CEO to multiple Tennessee EMS stations to market the EMTeam platform to county agencies and field providers, presenting the methodology behind real-life scenario development; explained the answer rationale approach used to construct each multiple-choice scenario, in which every response option, correct and incorrect, included a documented rationale explaining why it was clinically accurate or inaccurate, reinforcing clinical decision-making over rote recall.

STRATEGIC STAFFING SOLUTIONS (S3) | VOYA FINANCIAL

Jun 2024 – Nov 2024

Senior Program Manager, Systems Integration (Consultant) | Franklin, TN (Remote)

- **\$50M Strategic Implementation & Requirements Leadership:** Directed the high-consequence Disability and Claims workstream for Voya's \$50M FINEOS enterprise transformation, a strategic initiative moving the Disability line of business from an outsourced third-party administrator to an in-house, cloud-native platform on a compressed one-year timeline; led the \$14M requirements phase across 50+ discovery sessions with SMEs spanning Finance, Underwriting, New Business, Customer Care, Payments, and Absence Management, establishing a traceability matrix linking business requirements to FINEOS platform capabilities.
- **Integrated Master Schedule & Critical Path Management:** Built and maintained the Integrated Master Schedule (IMS) tracking 45+ matrixed workstreams spanning Engineering, Legal, and Operations; identified critical-path dependencies between legacy data architecture and the new cloud platform, maintaining dual-track scheduling covering daily tactical execution and strategic milestone tracking through multi-stage approval and funding gates.
- **RAIDD Governance & Vendor Financial Oversight:** Owned RAIDD (Risks, Assumptions, Issues, Decisions, Dependencies) logs tracking 50+ open items throughout the program lifecycle, prioritizing by critical-path impact and negotiating deferral of non-critical items to Phase 2; managed PricewaterhouseCoopers and FINEOS within a Firm-Fixed-Price (FFP) contract framework, tracking financial performance and driving Corrective Action Plans against performance gaps amid an unresolved configuration-versus-customization tension between vendor and client.
- **Operational Readiness & Process Mapping:** Led end-to-end business process mapping and gap analysis for a Disability vertical not yet staffed, translating current-state processes into future-state FINEOS workflows to inform training strategy, staffing model, and onboarding plan; built a comprehensive Operational Readiness plan and communications plan preparing cutover to steady-state operations.
- **Executive Governance & Steering Committee Leadership:** Facilitated biweekly Steering Committee sessions under a strict no-surprises governance policy, delivering portfolio health updates, OKR tracking, action item logs, and KPI dashboards; ran monthly Program Portfolio reviews in the absence of the direct manager, partnering directly with the Executive Champion to translate budget and delivery risk into executive-ready decision memos.

STRATEGIC STAFFING SOLUTIONS (S3) | CIGNA HEALTH

Mar 2023 – May 2024

Senior Technical Migration Delivery Manager (Consultant) | Franklin, TN (Remote)

- **Global Infrastructure Modernization (\$8M GlobalCore Pilot, 400+ Applications):** Managed the \$8M GlobalCore pilot and global remediation program migrating legacy infrastructure to a cloud-based SaaS platform across 400+ international applications; recruited and led 20 cross-departmental pilot champions through a week-long, in-person conversion in Hartford, partnering with the User Experience team to capture lessons learned and iterate the migration playbook in real time.
- **24-Step Remediation Playbook & Application Portfolio Management:** Developed and documented a standardized 24-step application remediation framework covering assessment, compatibility analysis, testing gates, automated load testing, and cutover sign-off across a remediate/replace/sunset strategy;

personally managed end-to-end remediation for 60+ of the 400+ applications before project deprioritization, achieving repeatable cycles averaging 2-3 weeks per application, and directed a QA Lead who provisioned virtual desktop infrastructure (VDI) instances for isolated cross-application testing.

- **Microsoft 365 Migration (10,000+ Users) & Regulatory Compliance:** Orchestrated the enterprise-wide email platform migration for 10,000+ users to Microsoft 365 Online Exchange (ExO); mapped complex group mailbox dependencies, delegation relationships, and dozens of orphaned mailboxes to redesign the migration from an individual to an atomic, group-based wave strategy, prioritizing Legal and HR as pilot departments while preserving active legal holds and meeting SOX audit and CUI handling requirements.
- **Zero-Downtime Cutover & Testing Rigor:** Scheduled remediation activities during low-volume outage windows identified with application owners to maintain zero-downtime operations across APAC, EMEA, and AMR regions; discovered and resolved a single sign-on (SSO) access failure during pilot testing that prevented a widespread cutover failure, and drove iterative automated load testing to zero defects before each cutover approval.
- **Executive Governance & Daily Risk Reporting:** Published daily updates to the Business CEO and CTO outlining milestone achievement, risks, issues, and mitigation strategies across both concurrent program tracks; maintained weekly and monthly governance cadences focused on value realization and program health throughout the infrastructure and platform delivery workstreams.

MATRIX RESOURCES | BLUE CROSS BLUE SHIELD OF NORTH CAROLINA Jul 2021 – Nov 2022 **Senior Program Manager (Consultant) | Franklin, TN (Remote)**

- **Telehealth Platform Conversion (MDLive to Teladoc Health):** Led full-lifecycle delivery of the patient-facing Teladoc Health mobile application replacing MDLive across BCBS NC group and individual benefit plans, successfully completed in approximately 4 months; managed API and data exchange workstreams ensuring real-time eligibility verification and provider directory accuracy for a platform offering medication reminders, in-app provider appointment booking, patient vital-sign recording, and GPS navigation for Home Health staff.
- **Benefits Platform Implementation & Vendor Performance Governance:** Directed implementation of the eBenefitSync benefits administration platform replacing the legacy Product Code Matrix (PCM), serving as primary client-vendor interface amid a compressed Open Enrollment timeline; documented 100+ issues in a RAID log spanning requirements, integration, configuration, and capability gaps, and escalated vendor performance issues including three to four rotating, underperforming vendor project managers over the engagement.
- **Corrective Action & Data Readiness:** Identified a fundamental mismatch between eBenefitSync's out-of-the-box capability and BCBS NC's business requirements; tracked SOW payment milestones and drove structured corrective actions against vendor non-performance, monitoring budget compliance and coordinating with an offshore testing team using Test Director throughout the engagement.
- **Executive Reporting & Stakeholder Management:** Delivered weekly governance updates to BCBS NC leadership tracking OKRs, milestone achievement, risk identification, and issue mitigation across both concurrent program tracks; managed relationships with leadership, vendors, and impacted teams, maintaining full transparency on budget, schedule, and vendor performance status in a politically complex stakeholder environment.

STRATEGIC STAFFING SOLUTIONS (S3) | CIGNA – GOVERNMENT SECTOR Sep 2017 – Jun 2021 **Enterprise Program Manager (Consultant) | Nashville, TN**

- **Portfolio Governance, Resource Planning & Planview Administration:** Executed bi-annual portfolio planning cycles, running 2-week intensive sessions with cross-functional leadership to review 15+ concurrent projects, estimate costs, and submit a prioritized project slate for executive approval; managed resource forecasting through Planview/Clarity across the full portfolio, maintaining scorecards, burn reports, and status tracking across SharePoint and Confluence for executive visibility into budget utilization and timeline risk.
- **\$52M Medicare Advantage & Medicaid Managed Care Portfolio:** Managed a \$52M annual Government Sector IT portfolio spanning Medicare Advantage and Medicaid Managed Care, matrix-

managing 50-60 cross-functional resources across 15+ concurrent initiatives and 20+ business areas including actuarial services, enrollment, claims, customer service, and provider reporting on the QNXT claims platform; renewed under Cigna's contractor term-limit policy 4-5 times across the 3.5-year engagement based on performance.

- **CareAllies IPA Delegation Program (80% of Engagement):** Implemented approximately 6 third-party IPA delegation agreements under the CareAllies model, in which external payers including Humana delegated claims processing, customer care, underwriting, enrollment, and provider services to Cigna for a negotiated fee; maintained a 30-day delivery buffer ahead of every contractual go-live date and never missed a deadline, coordinating systems configuration and complete data separation across QNXT, EZCAP, PeopleSoft, FACETS, RAPS/MDQO, and LMCHP Financial Reporting on shared infrastructure.
- **Federal Risk Adjustment Compliance & Data Governance:** Led a Government Sector data masking initiative mandated by Cigna Corporate to strengthen customer data security protocols, coordinating vendor engagement and technical requirements definition across Claims (QNXT) and the HS Data Warehouse; ensured ongoing federal risk adjustment compliance (RAPS/MDQO) and contractual SLA adherence throughout the IPA delegation program.
- **Enterprise Digital Transformation & Post-Merger Integration:** Directed the enterprise-wide digital migration of legacy provider data to the updated Cigna Customer Portal and orchestrated a large-scale telehealth platform conversion ensuring seamless member data transition; managed complex, matrixed cross-functional workstreams supporting the Cigna/Express Scripts post-merger integration.

NTT DATA | FARM BUREAU OF TENNESSEE

May 2014 – May 2017

Program Manager / Delivery Manager (Consultant) | Columbia, TN

- **\$35M Enterprise Policy Administration System Implementation:** Served as Delivery Manager for NTT DATA's overall account with Farm Bureau Insurance of Tennessee, a company with 330,000+ policies and \$31.6B in-force; led vendor selection across 5 competing Life and Annuity Policy Administration System (PAS) platforms and directed the full-lifecycle implementation of Sapiens ALIS, the first cloud-hosted deployment of Sapiens ALIS, including blueprinting, data conversion of 330,000+ legacy LifeComm policies, integration architecture, testing, and production configuration.
- **Global Account Leadership & Vendor Contract Governance:** Directed account and delivery engagement, portfolio management, budget, and vendor staff alignment across onshore and offshore teams spanning India, Israel, Canada, the UK, and the United States; managed the Sapiens prime contractor relationship under a Firm-Fixed-Price (FFP) contract framework alongside NTT DATA's Time and Materials SOWs for Program Management, Business Analysis, and Integration Gateway workstreams, and received consecutive exceeds-expectations performance ratings based on client feedback.
- **Cloud Infrastructure Modernization & Disaster Recovery:** Directed the organization's inaugural migration from physical on-site servers to cloud-based infrastructure (Raging Wires), significantly improving system scalability, uptime, and disaster recovery posture; developed and executed comprehensive disaster recovery and failover plans for business-critical data, and oversaw a \$220K network and data center improvement initiative alongside a company-wide VoIP telephony rollout.
- **Governance Architecture & Executive Steering Committee:** Facilitated introduction of new governance frameworks, best practices, environment controls, and program/project methodology to an evolving client organization; prepared and presented a Monthly Steering Committee deck to executive leadership, including CEOs of the Life and Annuity Division and Farm Bureau, throughout the multi-year Polaris program.
- **Web Portal & SOA Integration Delivery:** Directed the \$230,870 Web Portal Design initiative and the \$633,500 Service-Oriented Architecture (SOA) integration program enabling modernization of the legacy environment, including development of Claims and Agent APIs and integration with LifeNet, TFLIC's primary agent and home-office application; delivered the organization's completed pre-Polaris project portfolio 25% under budget (\$682,875 budgeted versus \$514,021 actual).

TEKSYSTEMS | CIGNA HEALTHSPRING

Mar 2013 – Feb 2014

Senior IT Project Consultant (Consultant) | Nashville, TN

- **Mission-Critical Medicare Advantage Data Migration (1.2M Members):** Managed the multi-phase technical conversion of Provider, Member, and Authorization data from the legacy MHC platform to the QNXT enterprise system for 1.2M Medicare Advantage members; owned the full SDLC from requirements gathering through audit preparation, development coordination, testing, and implementation, ensuring data integrity and regulatory compliance throughout.
- **Go-Live Command Center & Zero-Downtime Cutover:** Directed a high-stakes go-live Command Center managing technical dependencies and real-time system synchronization; established a rapid-response issue triage framework ensuring zero downtime during cutover and a smooth transition to steady-state operations across member services, provider, and claims processing.
- **Post-Deployment Stabilization Amid Corporate Acquisition:** Orchestrated post-deployment stabilization operations and maintained daily leadership reporting on configuration completion, open issues, and critical-path blockers; ensured operational continuity throughout a corporate acquisition transition after HealthSpring was sold to Cigna approximately one month into the engagement, absorbing significant resource attrition and added delivery complexity.
- **Program Governance & Artifact Standards:** Developed and maintained consulting-grade project charters, governance decks, roadmaps, and SDLC documentation; implemented standardized process and artifact improvements enhancing organizational project delivery efficiency and audit readiness as project plan owner.
- **Daily Executive Reporting & Stakeholder Communication:** Delivered daily morning updates to senior leadership on configuration percent complete and open project issues; tracked business requirements, audit preparation, development, and testing progress, maintaining full transparency through go-live and post-deployment phases.

UNITEDHEALTH GROUP (UHG) | OPTUM | INGENIX

Jan 2006 – Nov 2012

Portfolio Manager / Project Director | Hartford, CT

- **\$69M Alliance Portfolio Governance:** Owned execution of a \$69M alliance program portfolio, the largest in the PSG/Service Alliance organization, integrating UnitedHealth Group with external provider partners including Harvard Pilgrim, Medica, Mid-Atlantic Health Plan, and Pacificare across 30+ initiatives in the Claims Configuration Program; issued Organizational Outcome Measures and business requirements tracking across projects ranging from 3-4 applications to 15+ cross-application scope.
- **HIPAA 5010 & ICD-10 Regulatory Compliance Programs:** Managed multiple project managers and asset teams through the successful multi-phase HIPAA 5010 implementation (\$9M budget) and led delivery of the multi-phase, multi-asset ICD-10 program into production (\$13M budget) across data warehouse and reporting applications, ensuring compliance with federal healthcare transaction and diagnostic coding standards in a quality-regulated environment.
- **Offshore Captive Establishment & Global Workforce Transition:** Led the strategic transition of approximately 500 engineering, QA, and operations personnel to a newly established UHG India captive organization in Mumbai across rolling phases, replacing the prior Cognizant vendor relationship to achieve enterprise-wide cost reduction; managed transition planning, knowledge transfer, and team staffing across a 24+ hour time-zone separation between US and India teams.
- **Cross-Application Portfolio Leadership & Planview Standardization:** Provided cross-application oversight for 40 applications, holding accountability for reporting, planning, and delivery across a highly virtual, decentralized matrix organization; built the single-most comprehensive Planview record set of any Project Manager in the organization, serving as team champion and trainer and establishing organizational standards for portfolio management methodology.
- **Data Warehouse Program Management:** Managed multiple concurrent ETL (Extract, Transform, Load) initiatives supporting the Data Warehouse environment as a central hub for claims and reporting systems; maintained weekly and monthly governance reporting on Key Initiative status, issue identification, and risk escalation to senior leadership throughout a 3+ year portfolio of data infrastructure projects.

METLIFE / TRAVELERS LIFE AND ANNUITY

Jan 2005 – Dec 2005

Director, Business Operations | Hartford, CT

- **Enterprise System Consolidation (Common Service Workstation):** Directed the Business and IT workstreams for the Common Service Workstation (CSW) program, integrating a web-based GUI overlay that consolidated 16+ legacy Life and Annuity mainframe/host systems into a single interface for 70+ Customer Service Representatives and billing processors, covering new business underwriting, sub-payments, distributions, financial tracking, customer service, and policy maintenance across an 11-month, 5-quarterly-release delivery cycle.
- **\$11.5B Merger Integration & Call Center Consolidation:** Served as key Business Expert during the \$11.5B MetLife acquisition of Travelers Life and Annuity, overseeing call center integration and operational readiness across three national sites in Hartford CT, Des Moines IA, and Bridgewater NJ; directed the technical site-reconfiguration and hardware overhaul for the Hartford campus, managing high-speed data rewiring and network decommissioning to support integration of 700+ combined staff.
- **Acquisition-Driven Delivery Acceleration:** Accelerated CSW delivery ahead of the MetLife acquisition close to demonstrate platform value after MetLife initially signaled intent to shut the project down; delivered more functionality than originally planned, resulting in MetLife's decision to retain CSW in production and adopt its architecture, screens, and user-involvement model as the blueprint for integrating its other life insurance company acquisitions.
- **Executive Governance & Enterprise-Wide Presentation:** Managed a team of 70+ direct and matrix resources including Accenture offshore development partners and Travelers IT staff; provided weekly executive oversight presentations to the CEO of Travelers Life and Annuity, his C-Staff, and the Steering Committee, and presented the CSW program overview and impact at the Annual All-Company Meeting at Bushnell Auditorium to thousands of employees.

MASSMUTUAL FINANCIAL SERVICES

Jun 2002 – Dec 2004

Director, Business Operations / PMO Co-Founder | Hartford, CT

- **PMO Co-Founder & Strategic Governance Architecture:** Co-founded the Disability Income Project Management Office from scratch at Company Officer level; defined the PMO vision and established strategic governance frameworks, project prioritization models, ROI evaluation standards, and SDLC methodologies presented to and approved by MassMutual executive leadership, elevating execution discipline across the division.
- **Direct Team Leadership & Performance Management:** Held full direct management authority over a team of 6 Business Analysts, 1 Project Manager, and 2 Subject Matter Experts across a 2.5-year tenure; conducted performance reviews, drove professional development, recruited high-level talent, and made difficult personnel decisions including performance-managing out underperforming staff while building a high-performing, accountable team.
- **\$7.2M Disability Sales Workstation Rescue:** Rescued and delivered the \$7.2M Disability Sales Workstation Project after it had been failing prior to involvement, implementing a disability new-business underwriting and account-services processing workstation; consolidated two business areas into a single cross-functional team, merging two legacy systems into one for dual-purpose processing while matrix-managing 45+ contributors.
- **Sales Illustration System Delivery (2:1 ROI):** Owned Disability Sales and Illustration Product Support, delivering an upgraded web-based and desktop sales illustrations system for field Sales Representatives on time and under budget from a \$6M investment, generating \$12M in increased sales and significant expense reduction (2:1 ROI); also managed a mission-critical compliance program stemming from a class-action lawsuit, achieving full Corrective Action compliance.

PHOENIX LIFE INSURANCE COMPANY

Dec 1999 – Jun 2002

Product Analyst / IT Team Lead | Hartford, CT

- **Process Engineering & Cost Reduction (\$200K Savings):** Served as Key Functionary on the cross-functional TQM/Breakthrough Strategy team; defined new process improvement methodologies creating more efficient workflow processes between departments, reducing overhead expenses by \$200K annually and accelerating product speed-to-market.
- **\$2M Systems Conversion (Sprinter to Documerge):** Led large-scale conversion effort migrating enterprise forms management system from legacy Sprinter to Documerge; coordinated offshore subcontracting division, implemented new testing methodologies, and championed version control software ensuring production accuracy and release discipline.
- **Regulatory Compliance & State Market Entry:** Managed state product filing and contract language for Individual Annuities, Universal Life, and Variable Life products across all 50 states; served as primary liaison with state regulators navigating complex approval requirements and negotiations in NJ, NY, and CA.

HARTFORD LIFE AND ANNUITY

Sep 1993 – Dec 1999

Underwriter / IT Business Analyst / Contract Analyst | Simsbury, CT

- **Federal Regulatory Product Approval & Roth IRA Launch:** Managed the program desk for Contract Writing and State Product Filing; secured regulatory approvals for new financial products including Hartford Life's inaugural Roth IRA and multiple variable and fixed annuity products (Variable Annuities, Compound Rate Contracts, Single Premium Variable Life); negotiated with state insurance authorities on a state-by-state basis to gain business-critical approvals for nationwide product launches.
- **Annuity Suspense Lead:** Accountable for reconciliation of complex annuity sub-payment errors affecting millions of dollars in unallocated funds department-wide; leveraged advanced financial tracking to ensure 100% adherence to state and federal insurance compliance regulations, implementing new suspense-tracking protocols that improved financial accuracy and reduced aged-item backlogs.
- **IT Business Analyst, Annuity VRU Modernization:** Served as Lead Business Analyst for Annuity Voice Response System (VRU) modernization; designed optimized navigation scripts and technical diagrams that streamlined the customer journey and reduced call handling friction, improving customer experience (CTX).
- **Institutional Client Account Management:** Managed large institutional client accounts including US Olympic Committee annuity and investment accounts; processed premium payments, subpayments, and list billing operations for 401(k)/403(b)/457 TSA plans, identified and intercepted outgoing 1035 exchange requests, and notified agents of record to help prevent policy surrender to competing carriers, demonstrating versatility across underwriting, customer service, and IT business analysis.

EARLY CAREER

1985 – 1993

Emergency Services, Aerospace Security & Healthcare Foundation | Connecticut

- **Emergency First Responder Background:** Certified EMT and Firefighter I/II; served simultaneously as a paid 911 dispatcher for the Cromwell Fire Department and Deep River/Chester Police Departments, volunteer firefighter, and volunteer EMT; brings mission-critical urgency, zero-error standards, and first-responder decision-making discipline to program delivery.
- **Pratt & Whitney Fire & Security; FCC Licensed Amateur Radio Operator:** Completed summer employment as security and fire safety staff at Pratt & Whitney Aircraft (East Hartford, CT, 1990-1991), a leading aerospace and defense manufacturer; FCC Licensed Amateur Radio Operator, General Class, active in the Amateur Radio Emergency Service (ARES) since 1990.
- **Public Administration Expertise:** Completed graduate-level Public Administration coursework at the University of Connecticut (MPA Program), including Personnel Administration, Project Management Methodologies for Public Administration, and Quantitative Analysis of statistical data; directly applicable to government-aligned program delivery and regulated-industry stakeholder environments.
- **Healthcare Foundation:** Served as a full-time Nurse's Aide at Manchester Memorial Hospital, including Emergency Room rotations across multiple medical floors and acute care settings, and as a paid

Research Assistant for the University of Connecticut Department of Allied Health; brings direct patient-care experience, clinical workflow understanding, and genuine healthcare empathy to healthcare IT program management.

TECHNICAL ECOSYSTEM & TOOLS

PMO Governance & Portfolio Tools	Healthcare Payer & Claims Platforms
Planview/Clarity, Microsoft Project, Smartsheet, Jira, Azure DevOps (TFS) RAIDD/RAID Logs, Project Charters, Budget & Financial Tracking Stage-Gate Governance, Critical Path/Milestone Project Plans	QNXT, FACETS, EZCAP, HealthRules, ClaimsXten FINEOS, Sapiens ALIS, Policy Administration Systems (PAS) RAPS/MDQO, HIPAA 5010, ICD-10, Medicare Advantage, Medicaid Managed Care
Generative AI, LLM & Prompt Engineering	Global Delivery & M&A Integration
Anthropic Claude 3.5/4.0, GPT-4o, Gemini, DeepSeek, Meta AI (LLAMA), GROK Production Prompt Engineering, LLM Benchmarking, HITL Validation Authority to Operate (ATO) Milestone Delivery, TRL 8/9 Governance	Global Account Delivery Management (India, Israel, Canada, UK, US) Offshore Captive Organization Stand-Up & Management Post-Merger Integration Workstream Management
Delivery Methodology & Regulatory Governance	Executive Reporting & Presentation Tools
Agile, Waterfall, Hybrid Delivery (Scrum, SAFe) HIPAA-Compliant Delivery, Federal Risk Adjustment Compliance (RAPS/MDQO) SOX-Audited Systems, Corrective Action Plans (CAP), Audit Readiness	Advanced Excel, PowerPoint, Word, Outlook, Teams, Visio Executive Decision Memos, Status & Portfolio Health Reporting Business Objects, Tableau, SSRS

Education, Certifications & Public Service

Bachelor of Science | University of Connecticut | Political Science & History; **Public Administration coursework (MPA-level)**, including Personnel Administration, Project Management Methodologies for Public Administration, and Quantitative Analysis

Project Management: Project Management Institute | Member #2874175, Nashville Chapter | IBM Certified Scrum Master | SAFe (Scaled Agile Framework)

Insurance Designations (LOMA): FLMI Level 1 (Fellow, Life Management Institute) | ACS (Associate, Customer Service) | AIRC (Associate, Insurance Regulatory Compliance)

2025 AI Certifications: IBM Generative AI: Prompt Engineering Basics | Introduction to Generative AI in Healthcare (IBM) | Generative AI: Prompt Engineering Basics (Vanderbilt) | Generative AI: Healthcare (Vanderbilt) | Product Management for Generative AI (Vanderbilt) | ChatGPT for Project Management: Execution, Tracking, Success (Vanderbilt) | Machine Learning Foundations for Product Managers (Duke) | Anthropic Claude AI | Google Gemini AI | Microsoft Copilot | AI for Project Managers

Civic & Public Service: Rocky Hill, CT Town Committee Member (Elected, 1994-1999) | Fair Rent Commission, Secretary (Mayoral Appointment, 2-year term) | Rocky Hill Economic Development Committee, Secretary | Colchester, CT Town Committee Member (Elected, 2004-2012) | Public Defender Intern, New Haven County Courthouse, Office of the Public Defender (1998) | FCC Amateur Radio Operator, General

Class, Amateur Radio Emergency Service (ARES Emergency Communications) | Member, Huntsville
Amateur Radio Club