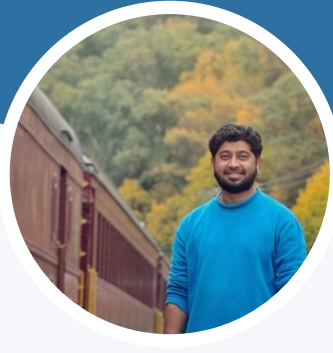









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Academics

Computer Information Systems: Computer Programming Certificate 2025 - 2026

CT State Community College,
Connecticut, USA

Bachelor's Degree, Applied Physics, Electronics and Communication Engineering 2006 - 2009

University of Dhaka, Bangladesh

Higher Secondary School Certificate (HSC), Science 2004 - 2005

Bir Shreshtha Noor Mohammad Rifles
Public School and College, Dhaka,
Bangladesh

Secondary School Certificate (SSC) 1995 - 2003

West Dhanmondi Yousuf High
School, Dhaka, Bangladesh

About Me

15+ years of experience spearheading digital transformation within the I/DD, Aging, and Behavioral Health sectors. Expert in navigating the intersection of state policy and technical execution, having led 5+ end-to-end Revenue Cycle Management (RCM) implementations and facilitating secure PII/PHI exchange through 35+ critical system integrations. Proven track record in legacy system retirement, MMIS fiscal governance, and HIPAA-compliant data architecture. Adept at bridging the gap between US state agencies and cross-functional engineering teams to ensure 100% business continuity and government regulatory compliance.

Professional Summary

- Proven ownership of complex SaaS implementations, multi-stakeholder and time sensitive enterprise deployments from kickoff through production launch.
- Excellent leadership, communication, and interpersonal skills, with the ability to build and maintain effective relationships with stakeholders with executive-level visibility and business impact.
- Proven track record of leading end-to-end client implementations & ability to manage cross-functional technical teams to align on key milestones while maintaining quality and customer satisfaction.
- Deep understanding of US State Government project dynamics and PHI regulatory/ HIPAA compliant environments within healthcare to consistently deliver high-impact solutions.
- Contributed to the significant portfolio growth in parallel with organizational capacity expansion and sustained revenue by consistently delivering complex state government projects on schedule and within compliance across multiple jurisdictions.
- Experienced at a B2B SaaS company in health tech, digital health/ EHR, or healthcare operations of enterprise-level projects in a complex organizational environment, with an excellent track record of successful technical project delivery.
- Proven expert in architecting and deploying high-impact interfaces, leveraging SFTP/ API-driven solutions to ensure secure and seamless interoperability across ecosystems streamline PII and PHI.
- Expert in navigating complex MMIS/MCO requirements, X12 EDI exchanges (270/271, 837/835) and in designing Payer-Provider integration frameworks that encompass a full lifecycle of person-centered healthcare data (plans, authorizations, and claims).
- Expert in managing comprehensive Case Management and Electronic Visit Verification (EVV) systems with a proven track record of facilitating seamless business transitions from state legacy environments to new platforms through expert data migration strategies and the rigorous, secure handling of critical health data.
- Expert with operational excellence initiatives by introducing and improving internal processes.

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Skills

Product Ownership
Product Development
Project Leadership
Stakeholder Communication
Customer Communication
Technical Leadership
Cross-functional Team Leadership
SDLC Management
Healthcare IT
Enterprise SaaS
People Management
Regulatory Compliance
Legacy System Conversion
Interoperability & System Integration
Revenue Cycle Management (RCM)
Data Analysis | Governance
Business Analysis | Strategic Planning
Business Process Improvement
Large Scale Change Management
Java | Python | Visual Basic
SQL | Excel | Power BI | Tableau
Agile & Waterfall Methodologies

Languages

English ●●●●●
Bengali ●●●●●
Hindi ●●●●●
Urdu ●●●●●

Employments

Deputy Director, Government Projects & QA Feb 2021 - Present
Therap Services LLC., Connecticut, USA

1. Provide Executive Oversight for Enterprise B2B SaaS Initiatives, managing a high-scale portfolio of EHR and healthcare operations projects across multiple US state jurisdictions.
2. Serve as a Strategic Liaison between Internal Leadership and US State Government Stakeholders, navigating complex regulatory environments and PHI requirements to ensure 100% project alignment with state mandates.
3. Drive Portfolio Growth and Revenue Sustainability by leading time-sensitive, multi-stakeholder deployments from initial kickoff through successful production launch.
4. Orchestrate Cross-Functional Technical Teams to align on key project milestones, fostering a culture of operational excellence where quality and customer satisfaction drive every implementation.
5. Architect High-Impact Interoperability Strategies, utilizing API-driven and SFTP-based integrations to bridge the gap between modern SaaS platforms and fragmented state legacy environments.
6. Direct the Full Lifecycle of Fiscal and Clinical Data Exchanges, overseeing complex MMIS/MCO requirements and X12 EDI transactions (270/271, 837/835) to facilitate seamless payer-provider integration.
7. Lead Mission-Critical Data Migrations and Transitions for Case Management and Electronic Visit Verification (EVV) systems, ensuring business continuity and data integrity during large-scale legacy system retirements.

Senior Software Engineering Manager, QA Oct 2019 - Feb 2021
Therap (BD) Ltd., Dhaka, Bangladesh

1. Led a Cross-Functional QA Engineering Department, governing system design, database architecture, and final release approvals to ensure 100% compliance with federal and state regulatory standards.
2. Managed High-Level Stakeholder Relations through on-site consultations and national conference participation, translating complex legislative and waiver requirements into actionable technical specifications.
3. Governed Operational Compliance & Reporting, prioritizing ad-hoc audit and licensing reports to ensure state agency adherence to rigorous federal oversight and audit benchmarks.
4. Directed the End-to-End Project Lifecycle for a diverse portfolio of mature state government contracts, serving as the primary strategic liaison between executive leadership and state agency stakeholders (NE DDD, AR DDS, SD LTSS).
5. Orchestrated the South Dakota LTSS Budgeting & Billing Integration, a mission-critical initiative that unified independent modules into a closed-loop system for the electronic tracking of Medicaid and state-funded expenditures.
6. Spearheaded Complex Legacy Data Migrations and phased product rollouts, including the design of pre-authorization modules that mitigated fiscal risk during the decommissioning of legacy state systems.

Senior Software Engineer, QA Oct 2016 - Sep 2019
Therap (BD) Ltd., Dhaka, Bangladesh

1. Led Strategic Human Capital & Operational Management, managing the full talent lifecycle, including the hiring and performance evaluation of engineers - and driving departmental excellence through rigorous quality and architectural standards.
2. Directed a Cross-Functional State QA Department, overseeing the complete engineering lifecycle from database architecture and system design to final high-level release approvals and system alert investigations.
3. Governed the Full SDLC for Enterprise State Projects, serving as a strategic bridge between executive leadership and state agencies (NE DDD, AR DDS)

References

Sazzad Rafique

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Chief Operating Officer, Therap Services LLC.

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John Quesenberry

Director, Information Management Unit, Department of Behavioral Health and Developmental Disabilities (DBHDD) of Georgia

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IT Product Manager, Department of Human Services (DHS) of Nevada

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David N. Comm

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Lelia Razey

Program Coordinator, Nebraska Department of Health and Human Services

Lelia.Razey@nebraska.gov

Denise Redfearn

Chief Information Officer, RHA Health Services

denise.redfearn@rhanet.org

to translate complex legislative requirements into high-fidelity technical specifications.

4. Orchestrated the Nebraska Individual Budgeting & Billing Integration, a high-impact, two-phased initiative that successfully synchronized legacy state systems with modern Medicaid fund-tracking modules for end-to-end fiscal oversight.
5. Engineered Complex Interoperability Solutions, including bidirectional NFOCUS interfaces and HL7-compliant Pharmacy integrations, ensuring seamless data consistency across disparate modules while maintaining 100% PHI security.

Software Engineer, Testing

Nov 2013 - Sep 2016

Therap (BD) Ltd., Dhaka, Bangladesh

1. Served as the Primary Technical Liaison between executive leadership, state implementation teams, and engineering units, translating high-level government requirements into sophisticated technical specifications for mission-critical health and financial tracking systems.
2. Orchestrated the Full SDLC for Flagship State Initiatives, including the multi-phased Case Management System and bidirectional NFOCUS interfaces for the State of Nebraska, ensuring seamless interoperability between SaaS solutions and legacy state infrastructure.
3. Governed Enterprise QA and Data Integrity Standards, leading cross-functional teams through intricate system designs, database architectures, and rigorous regression planning to maintain 100% compliance with PHI and HIE standards.
4. Directed On-Site Strategic Requirement Gathering at national conferences and state agencies performing feasibility analyses and technical consultations to align multi-year project roadmaps with evolving state-level fiscal and clinical policies.
5. Functioned as a Domain Authority and Project Lead, managing system-wide alert monitoring, mentoring internal technical teams, and resolving complex architectural roadblocks to ensure the successful deployment of state-wide healthcare infrastructure.

Associate Software Engineer, Testing

Nov 2012 - Oct 2013

Therap (BD) Ltd., Dhaka, Bangladesh

1. Led the End-to-End QA Delivery for High-Stakes Health and Fiscal Projects, serving as a Subject Matter Expert (SME) for mission-critical initiatives, including the Nebraska individual budgeting and legacy system migration.
2. Orchestrated Cross-Functional Technical Workflows, acting as a primary liaison between executive leadership, engineering teams, and state stakeholders to define technical requirements and negotiate project priorities.
3. Optimized the Enterprise Testing Lifecycle, institutionalizing advanced Jira workflows and overseeing the development of automated script libraries to ensure rigorous regression testing and system stability.
4. Institutionalized Organizational Knowledge Repositories, spearheading the creation of internal domain documentation, and conducting cross-team training to accelerate the onboarding and mentorship of new QA engineers.

Junior Software Test Engineer

Nov 2011 - Oct 2012

Therap (BD) Ltd., Dhaka, Bangladesh

1. Executed End-to-End System Validation across UI, server, and database layers, ensuring enterprise-grade standards for system reliability, cross-browser compatibility, and high-load performance.
2. Governed the Full Defect Life Cycle via Jira, performing deep-dive debugging and rigorous impact analyses to safeguard core system functionality during rapid development cycles.
3. Specialized in Complex Database Migration Verification, architecting validation protocols to ensure data parity and integrity during high-stakes legacy system transitions.

Projects & Accomplishments

GA DBHDD: Director of System Transition **2025 - Present** **Digital Transformation & Transition**

- Directed the end-to-end legacy system migration for the Georgia Department of Behavioral Health and Developmental Disabilities (GA DBHDD), transitioning the state to a unified EHR ecosystem within a compressed, mission-critical timeline.
- Architected a comprehensive multi-staged clinical workflow, successfully digitizing the path from individual intake and multi-dimensional assessments (Clinical & Support Needs) to funding enrollment and authorization.
- Masterminded a complex legacy data migration strategy, ensuring 100% data integrity during the shift from old state infrastructure to the Therap platform.
- Spearheaded the integration of customized interfaces with external state vendors and the Georgia MMIS, facilitating seamless data exchange for authorizations and fiscal oversight.
- Governed cross-functional orchestration between state leadership and technical engineering units, personally driving the project through UAT and go-live as the primary implementation lead.

GA DBHDD: Technical Interoperability Lead **2025 - Present** **Multi-Channel Authorization & Fiscal Interoperability**

- Architected a bidirectional XML data pipeline between Georgia Department of Behavioral Health and Developmental Disabilities (GA DBHDD) and the State MMIS, automating the transmission and adjudication of waiver-funded authorizations via secure SFTP.
- Engineered a real-time API integration with the legacy Carelon system, enabling instantaneous response triggers for state-funded authorizations to eliminate service delivery delays.
- Governed the full technical lifecycle of mission-critical "Approve/Deny" logic, ensuring 100% synchronization between authorization status and the downstream billing engine.
- Led cross-functional UAT and Release Management, orchestrating rigorous validation of data mapping and protocol handshakes between modern EHR architecture and disparate legacy frameworks.
- Institutionalized a transparent Reporting Management suite, providing state leadership with granular visibility into authorization adjudication rates and interface performance.

GA DBHDD: Technical Interoperability Lead **2025 - Present** **Health Risk Screening Tool (HRST) API Ecosystem**

- Architected a 4-part API suite for the Georgia Department of Behavioral Health and Developmental Disabilities (GA DBHDD) to automate clinical data exchange with their third-party vendor, HRST (Health Risk Screening Tool).
- Spearheaded the standardization of a "Common Identifier" logic, negotiating with HRST and GA DBHDD stakeholders to ensure seamless patient matching and data integrity across state and vendor systems.
- Engineered a bidirectional clinical data loop, enabling the secure transmission of person-provider associations from Georgia's EHR and the real-time ingestion of health risk scores and PDF assessments.
- Governed the full SDLC and Release Management, re-defining technical specifications to optimize API performance for state-wide volume and ensuring 100% compliance with PHI security standards.
- Directed multi-entity UAT and Risk Management, mitigating data collision risks by establishing rigorous validation protocols for incoming clinical documentation.

GA DBHDD: Technical Interoperability Lead **2025 - Present** **Clinical Assessment & Supports Intensity Scale (SIS) Integration**

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- Directed the statewide implementation of the Support Intensity Scale (SIS) assessment framework for the Department of Behavioral Health and Developmental Disabilities of Georgia (GA DBHDD).
- Architected an automated SFTP data pipeline to ingest complex SIS assessment files from the national vendor, ensuring high-fidelity data mapping into Georgia's integrated EHR.
- Engineered a "Clinical Review" workflow for outlier cases, designing a sophisticated manual intervention protocol that allows state clinicians to audit and adjust support levels for special populations.
- Leveraged cross-state expertise to adapt industry-standard SIS protocols into Georgia-specific business logic, ensuring compliance with state-mandated support-level determination rules.
- Governed full-lifecycle UAT and Risk Management, validating the accuracy of the assessment-to-tier logic to prevent funding discrepancies or unauthorized service levels.

GA DBHDD: Strategic Lead

2025 - Present

Clinical Integration & Documentation Strategy

- Architected a cross-module data bridge for the Department of Behavioral Health and Developmental Disabilities of Georgia (GA DBHDD), enabling the seamless extraction of clinical recommendations from assessments into Person-Centered Plans (PCP).
- Engineered a rapid-response document linking framework, designing a manual attachment and referencing system to bypass module independence and meet aggressive state-mandated timelines.
- Institutionalized a "Review & Acknowledgment" audit trail, ensuring regulatory compliance by tracking user interactions and document finalization across multidisciplinary teams.
- Governed the full SDLC of custom clinical features, coordinating with development teams to redefine the relationship between independent functional components within the EHR.
- Spearheaded Risk Management and UAT for high-stakes clinical workflows, ensuring that critical health recommendations were accurately captured and communicated within the Individual Plan.

GA DBHDD: Director of Data Governance

2025 - Present

Enterprise Transition & Transformation

- Orchestrated a massive, multi-domain legacy data migration for the Department of Behavioral Health and Developmental Disabilities of Georgia (GA DBHDD), ensuring 100% data integrity across a mission-critical timeline.
- Masterminded a "Zero-Redundancy" migration strategy to protect the production environments of existing provider customers, preventing data duplication and maintaining operational continuity during the state-wide shift.
- Engineered high-volume data pipelines for the automated ingestion of demographics, planning lists, HRST/SIS legacy records, and complex person-provider associations.
- Institutionalized a "Role-Based Mapping" framework, successfully replicating legacy user permissions and access controls within the new EHR environment for thousands of state employees.
- Governed end-to-end Data Cleansing and UAT, directing rigorous validation cycles to ensure that migrated clinical and administrative records met all state audit requirements.

NV DHHS: Director of RCM & System

2025

Transition

Multi-Program Digital Transformation & Transition

- Orchestrated a mission-critical legacy system retirement for the Nevada Department of Health and Human Services (NV DHHS), designing a comprehensive transition plan for five distinct state programs: DS, ATAP, COPE, PAS, and TCM (service).

- Engineered a high-stakes ETL (Extract, Transform, Load) strategy to migrate active authorization data across all programs, ensuring 100% business continuity and zero interruption to the state's multi-million dollar billing cycles.
- Architected end-to-end X12 EDI Frameworks for Disability Services (DS) and Targeted Case Management (TCM), automating the exchange of Medicaid eligibility (270/271), claims (837), and remittances (835).
- Designed bespoke clinical-to-fiscal workflows for the Autism Treatment Assistance Program (ATAP) and COPE, aligning authorization logic with specific service delivery documentation needs.
- Developed custom financial reporting and accounting file generation for state-level auditing, bridging the gap between Therap's EHR and Nevada's legacy accounting infrastructure.

TN DDA: Director of RCM

2024

Enterprise RCM & Interoperability Transformation

- Led the end-to-end implementation of a statewide Revenue Cycle Management (RCM) ecosystem, transitioning the Tennessee Department of Disabilities & Aging (TN DDA) from paper-based documentation to a fully integrated, electronic billing infrastructure.
- Directed the architecture and deployment of 6+ complex interfaces to facilitate secure data exchange between SaaS platforms and external systems, including MMIS, MCOs (BlueCross BlueShield, UnitedHealthcare, Amerigroup), and state legacy environments.
- Standardized automated X12 EDI workflows (837/835) for a catalog of over 1,000 unique services, ensuring precise claim routing and tracking across the entire "state dollar life cycle".
- Established rigorous system-level claim edits and validation protocols, significantly reducing payer rejection rates and minimizing provider administrative overhead during the transition.
- Orchestrated cross-functional technical teams through the full project lifecycle, ensuring all stakeholders provided formal sign-off on business requirements and technical specifications before production launch.
- Designed a seamless transition strategy for existing platform users, enabling a migration to the integrated state system with zero service disruption and maintaining continuous PHI regulatory compliance.
- Implemented automated, scheduled reporting frameworks to provide the state with comprehensive oversight of provider service delivery, demographic intake, and financial auditing.

TN DDA: Director of Fiscal Interoperability

2024

Vendor Access & ICF Billing Systems

- Architected a custom API-driven integration for the Tennessee Department of Disabilities & Aging (TN DDA) Fiscal Intermediary, enabling secure synchronization of authorizations and MCO associations for externally managed Respite services.
- Engineered bespoke clinical-to-billing logic for Intermediate Care Facilities (ICF), customizing service documentation modules to accommodate unique regulatory processing requirements.
- Designed a "Vendor-Agnostic" Interoperability Framework, allowing third-party documentation vendors to transmit service data into the Therap billing engine via secure API, preserving existing provider workflows.
- Spearheaded the technical realignment for RHA Health Services, designing a specialized billing architecture that balanced enterprise-level documentation needs with state-mandated fiscal protocols.
- Governed end-to-end Risk Management and UAT for high-stakes financial interfaces, ensuring 100% accuracy in the hand-off between external service documentation and internal claim generation.

TN DDA: Director of Operational Governance

2024

Vendor Transition & Fiscal Management

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- Governed State-Level Business Process Re-engineering, collaborating with Tennessee Department of Disabilities & Aging (TN DDA) leadership to align system configurations with evolving Medicaid and ICF fiscal policies.
- Designed a "Self-Service" Vendor Transition Framework, allowing providers to seamlessly migrate service documentation between Therap and third-party systems with 90% less technical team intervention.
- Institutionalized a Scalable Provider Agency Onboarding Protocol, managing hundreds of new agencies and service catalog modifications through a standardized, low-supervision workflow.
- Engineered a Unified Fiscal Year Rate Migration Process for both HCBS and ICF services, ensuring new authorizations automatically inherit updated rates to prevent billing delays.
- Optimized Revenue Cycle Continuity by establishing proactive risk mitigation strategies that identify and resolve service-rate discrepancies before the start of each fiscal year.

TN DDA: Director of System Transition

2023

Legacy System Retirement & System Onboarding

- Directed the technical execution of a large-scale legacy EHR transition for the Tennessee Department of Disability and Aging (TN DDA), managing the secure migration of thousands of service recipients and active providers.
- Architected a high-volume Demographic API in collaboration with technical units, enabling the secure, real-time ingestion of state-level data into the Therap ecosystem.
- Engineered custom browser automation scripts for large-scale provider data imports, significantly reducing manual entry errors and accelerating the transition timeline.
- Managed a high-complexity service catalog of 1,000+ unique service codes, configuring bespoke business logic for each based on specific funding sources and regulatory behaviors.
- Designed a mission-critical Person-Centered Plan (PCP) workflow with integrated authorization triggers, bridging the gap between state business requirements and technical feasibility.
- Enforced rigorous Data Privacy Governance, overseeing the "Person-to-Provider" association logic to ensure 100% HIPAA compliance and prevent unauthorized access to Protected Health Information (PHI).

TN DDA: Strategic Lead

2022

EVV Compliance & System Interoperability

- Built an end-to-end EVV data pipeline for the Tennessee Department of Disability and Aging (TN DDA), enabling state-wide provider agencies to meet urgent federal compliance mandates prior to full billing integration.
- Engineered a unidirectional SFTP-based Authorization Interface with the state's legacy system, facilitating the seamless synchronization of authorizations required for service documentation.
- Developed a customized EVV Outbound Interface, utilizing a fixed-frequency scheduled reporting framework to transmit validated service data to the state's verification vendor.
- Mitigated provider financial risk by designing a robust data-matching protocol that ensured EVV service records aligned perfectly with external claims, preventing payment delays and audit failures.
- Delivered a mission-critical "Interim Solution" architecture, bridging the technical gap between Phase 1 onboarding and the future deployment of integrated billing.

RHA Health Services: Technical Interoperability Lead

2022

Enterprise Systems Integration & Data Governance

- Orchestrated a large-scale data migration and onboarding initiative for RHA Health Services, successfully integrating multi-state cost centers, provider

networks, and sensitive demographic data into the Therap ecosystem.

- Architected complex PHI access-control models, ensuring 100% accuracy in person-to-cost-center associations and maintaining strict HIPAA compliance for high-sensitivity health records.
- Engineered and deployed a suite of SFTP-based outbound interfaces, synchronizing demographic and service delivery data with RHA's legacy accounting systems to facilitate seamless Medicaid and third-party claiming.
- Functioned as a Cross-Functional Bridge, coordinating five distinct development teams to eliminate communication silos and ensure architectural consistency across all customized data exports.
- Strategized the TN DDA Transformation for RHA, designing a "Dual-Compliance" functional framework that allowed RHA to meet new Tennessee state regulations and MCO billing requirements without disrupting their existing business operations.
- Optimized RHA's operational agility by instituting a standardized onboarding process for new cost centers, reducing deployment lead times through dedicated resource allocation and formalized technical documentation.

DE DDDS: Technical Interoperability Lead

2021

Delaware Medicaid Enterprise System (DMES) Interface

- Architected a mission-critical bidirectional SFTP interface between the Delaware Division of Developmental Disabilities Services (DE DDDS) and the DMES to synchronize real-time Medicaid eligibility, MCO assignments, and funding source data.
- Engineered complex fixed-length file logic for automated request/response cycles, ensuring seamless data ingestion and storage within a reportable, audit-ready EHR framework.
- Directed the full SDLC as Business Analyst and QA Lead, authoring high-fidelity technical specifications and Functional Design Documents (FDD) to align state business rules with federal data standards.
- Spearheaded a multi-entity UAT framework involving DE DDDS and DMES technical teams, securing formal stakeholder sign-off and ensuring zero production surprises during go-live.
- Institutionalized robust Error Management protocols, providing state customers with transparent, actionable diagnostic reporting to facilitate cognitive decision-making on data discrepancies.
- Governed end-to-end Risk Management, enforcing industry-standard security protocols for the exchange of sensitive Protected Health Information (PHI) across state-wide networks.

RI DDD: Director of System Transition

2025

Data Repatriation & Off boarding

- Orchestrated a mission-critical 2025 Transition Out Plan for the Rhode Island Division of Developmental Disabilities (RI DDD), ensuring a seamless migration from Therap to a new EHR infrastructure.
- Architected a high-fidelity "Flat Data Dump" reporting framework, engineered to extract complex relational datasets into actionable formats for the state's successor system.
- Governed Cross-Functional Orchestration between state leadership and technical engineering units to provide specialized technical assistance and maintain business continuity during the decommissioning phase.
- Enforced a rigorous Data Governance and Sign-Off protocol, producing detailed technical documentation that secured stakeholder confidence and 100% regulatory compliance.
- Managed the project lifecycle via Basecamp, providing executive leadership with full-spectrum visibility into data extraction milestones and timeline adherence.

RI DDD: Strategic Lead

2024

Clinical Systems Evolution

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- Directed the statewide transition from legacy Support Intensity Scale (SIS) protocols to the modernized assessment framework for the Rhode Island Division of Developmental Disabilities (RI DDD).
- Architected critical feature modifications within a compressed development cycle, ensuring platform compatibility with new SIS data structures to meet state-mandated compliance deadlines.
- Orchestrated a bidirectional data interface to seamlessly ingest third-party assessment results, maintaining a continuous "Source of Truth" for individual support levels.
- Governed the Release Management lifecycle, coordinating urgent system updates and localized patches to prevent data gaps during the version pivot.
- Institutionalized transparent Project Governance via Basecamp, providing executive leadership with real-time visibility into transition milestones and interface stability.
- Engineered a specialized Reporting Suite to monitor transition velocity, allowing state stakeholders to track assessment completion and data synchronization in real-time.

RI DDD: Fiscal Strategy & Project Leadership

2022

MMIS Rate Changes

- Orchestrated complex annual MMIS rate transitions for the Rhode Island Division of Developmental Disabilities (RI DDD), ensuring 100% synchronization between state fiscal policy and integrated billing systems.
- Architected a rigorous QA and local simulation framework to model rate-change impacts on existing authorizations, mitigating financial risk by identifying and resolving corner-case anomalies prior to production.
- Spearheaded cross-entity stakeholder alignment, coordinating communication between state leadership, technical engineering units, and MMIS vendors to manage high-volume interface spikes during migration.
- Institutionalized a transparent Project Governance model utilizing Basecamp, providing executive leadership with real-time visibility into migration milestones and risk assessments.
- Engineered a comprehensive post-migration Reporting Suite, delivering automated success/failure audits that empowered the state to address data discrepancies with surgical precision.

NE DDD: Fiscal Strategy & Project Leadership

Present

Budget Allocation & Rate Migrations

- Standardized the Annual Fiscal Rate Migration framework for the Nebraska Division of Developmental Disability (NE DDD), transforming a high-risk manual process into a repeatable, low-volatility operational cycle.
- Architected an integrated Budget-to-Billing synchronization model, ensuring that annual rate shifts and budget re-allocations are reflected with 100% accuracy across multiple MMIS interfaces.
- Directed cross-functional technical teams to execute time-sensitive data migrations, mitigating financial risk for state provider agencies by ensuring uninterrupted billing cycles during fiscal transitions.
- Institutionalized a "Zero-Surprise" Onboarding/Offboarding protocol for new agencies and services, establishing clear technical specs that closed communication gaps between state agencies and engineering units.
- Engineered advanced Data Governance protocols to manage the increased technical complexity of rate shifts following the move to an end-to-end integrated billing environment.

NE DDD: Director of RCM & System

2020

Integration

Enterprise RCM & Interoperability Transformation

- Orchestrated a decade-long digital transformation for Nebraska Division of Developmental Disability (NE DDD), evolving a legacy implementation into a comprehensive, end-to-end EHR and billing ecosystem.

- Architected a "Ground-Up" Individual Budgeting and Authorization Framework, integrating high-security interfaces with MMIS and state legacy systems to ensure fiscal accuracy.
- Masterminded the Full-Lifecycle Billing Integration, synchronizing data threads from demographic intake through to 837 claim generation and 835 remittance processing.
- Directed 6+ cross-functional technical teams to engineer complex EDI exchanges, maintaining 100% compliance with standard X12 file formats for original, updated, and voided claims.
- Pioneered the 2020 EVV Compliance Initiative, designing an interoperability bridge to transmit Electronic Visit Verification data to external state vendors ahead of federal mandates.
- Served as a Strategic Advisor to Leadership, aligning product roadmaps with state business processes to ensure long-term scalability and system reliability.

AR DDS: Strategic Lead

2021

Onboarding & Data Repatriation

- Directed the end-to-end data migration and QA strategy for the Arkansas Division of Developmental Disabilities Services (AR DDS), overseeing the secure ingestion of active and historical demographic datasets.
- Architected a suite of SFTP-based outbound interfaces, enabling the automated, high-frequency export of clinical and service documentation in standardized formats.
- Led the 2021 Strategic Offboarding Initiative, ensuring 100% data sovereignty for the state through the execution of complex bulk-data extraction and delivery protocols.
- Engineered time-sensitive custom reporting tools in collaboration with development teams to address unique state data needs not covered by standard export interfaces.

SD LTSS: Director of RCM & System

2019

Integration

Billing Lifecycle & Fiscal Strategy

- Spearheaded the end-to-end EHR implementation for Division of Long Term Services and Supports of South Dakota (SD LTSS), directing the migration of mission-critical demographics, funding sources, and service catalogs into a unified system.
- Architected a high-performance Authorization Framework that was later adopted as a Generic Product Standard due to its intuitive design, scalability, and robust feature set.
- Masterminded the 2023 "Plan Pre-Authorization" Integration, embedding authorization logic directly into person-centered plans without disrupting historical billing workflows; managed the full transition plan and state-level training adoption.
- Served as QA Lead for the comprehensive billing integration, ensuring a seamless data thread from person intake and service delivery to final MMIS reimbursement.
- Developed a Proprietary Fiscal Rate Change Framework, standardizing the annual MMIS/State-fund rate migration process to ensure 100% accuracy despite volatile, year-over-year policy shifts.
- Leveraged data analytics to ingest and validate massive state datasets, ensuring data integrity during the initial system seeding and subsequent multi-year expansions.

Director of Integration Strategy

Present

Mission-Critical Data Exchange

- Spearheaded the design and deployment of 35+ high-security interfaces (Unidirectional & Bidirectional), maintaining a 100% success rate and zero downtime across the I/DD and Aging sectors.

- Architected multi-protocol integration strategies utilizing RESTful APIs and secure SFTP to facilitate the exchange of Protected Health Information (PHI) between SaaS platforms and external entities.
- Cultivated strategic partnerships with State MMIS units, legacy systems, third-party state vendors, and data warehouses to align technical specifications with regulatory mandates.
- Institutionalized a rigorous UAT (User Acceptance Testing) framework, ensuring that every data exchange met strict validation rules prior to production deployment.
- Engineered a standard Incident Response & Communication Protocol for state-level data exchanges, streamlining troubleshooting between internal technical teams and external state vendors.
- Governed the lifecycle of long-term data integrations, ensuring that all 35+ active feeds remain compliant with evolving industry standards and security best practices.

Director of RCM & System Transition

Present

Payer-Provider End to End Integration

- Orchestrated 5 full-scale, end-to-end RCM implementations from inception, establishing mission-critical fiscal bridges between state payers and provider networks under aggressive, non-negotiable deadlines.
- Architected the unified data thread for the complete RCM lifecycle: ranging from initial demographic intake and eligibility assessment to service documentation and final claim adjudication.
- Lead Technical Liaison for X12 EDI Standards: Directed the secure exchange of Medicaid eligibility (270/271) and complex claim/remittance (837/835) files with MMIS and Managed Care Organizations (MCOs).
- Engineered sophisticated fiscal logic for authorization-to-claim matching, incorporating bespoke state edits and funding-source variations to ensure 100% compliance and zero payment leakage.
- Mastered multi-role project governance, serving as Product Owner, Technical Lead, and QA Director to maintain architectural consistency across modular hand-offs and external interfaces.
- Maximized revenue integrity for state partners by designing automated validation protocols that identify and resolve service delivery variations before claim submission.

Data Governance

Present

Strategic Reporting Architecture

- Engineered a scalable reporting ecosystem by prioritizing generic, product-wide solutions over isolated custom requests, enhancing system maintainability while delivering immediate value to the entire client base.
- Architected 500+ sophisticated data reports and feeds, leveraging a deep technical mastery of relational database structures, table schemas, and data interdependencies.
- Automated high-frequency data delivery via scheduled, secure transfer protocols, ensuring state government and private stakeholders have real-time access to critical information.
- Established a centralized Documentation Repository for data feeds, implementing a proactive "Technical-to-Support" communication bridge to prepare clients for schema updates or reporting changes.
- Spearheaded an end-to-end Reporting Lifecycle in Jira, automating the workflow between Support, BAs, and Engineering to eliminate bottlenecks and ensure the timely delivery of mission-critical data.
- Crisis Management & Executive Liaison: Directed the recovery and delivery of high-priority, time-sensitive state government reports, managing cross-functional technical teams under tight mandates to meet legal and regulatory deadlines.

Digital Transformation

Present

API Strategy & Automated Onboarding Ecosystem

- Architected a scalable API framework to automate the onboarding of State and private-sector clients, reducing manual deployment time and accelerating "Time-to-Value" for new contracts.
- Designed highly generic, reusable API endpoints for core system components, ensuring the architecture could support diverse client configurations without requiring custom code for every implementation.
- Orchestrated a cross-functional collaboration with development teams to ensure all APIs featured robust security protocols and served as a dual-purpose solution for both initial onboarding and long-term data lifecycle management.
- Pioneered an "API Change Governance" protocol, introducing comprehensive technical documentation and a proactive notification system for support teams and external stakeholders to mitigate transition risks.
- Reduced client-side friction by standardizing change communications, ensuring high-stakes customers were technically prepared for updates, thereby maintaining high CSAT (Customer Satisfaction) scores during system evolutions.

Fiscal Governance

Present

MMIS Rate Changes & Revenue Cycle Management

- Orchestrated end-to-end rate migrations for major state contracts, including Division of Developmental Disability of Nebraska (NE DDD), Division of Long Term Services and Supports of South Dakota (SD LTSS), Department of Disability and Aging of Tennessee (TN DDA), and Division of Developmental Disabilities of Rhode Island (RI DDD) ensuring 100% billing accuracy across payer/provider integrated systems.
- Navigated high-complexity fiscal transitions, managing the integration of Medicaid and State-funded rate changes within the constraints of annual fiscal year cycles and MMIS regulations.
- Directed retroactive rate adjustments and ICF (Intermediate Care Facility) migrations, mitigating financial risk by coordinating complex system corrections across technical units, support teams, and end-users.
- Architected bespoke fiscal solutions tailored to unique state-specific MMIS business rules, moving away from a "one-size-fits-all" approach to ensure compliant, localized billing logic.
- Led cross-functional crisis-response teams to resolve retroactive billing implications, maintaining data integrity and stakeholder trust during volatile fiscal updates.

Operational Governance

Present

Statewide Agencies & Service Lifecycle Management

- Established a standardized agencies Onboarding Framework across a multi-state portfolio (NE DD, SD LTSS, TN DDA, GA DBHDD, RI DD, RHA, NV DHHS), optimizing the transition from manual entry to low-supervision, high-velocity configurations.
- Institutionalized a "Zero-Friction" Service Change Protocol, establishing bespoke state-specific workflows to manage the frequent addition or modification of services with minimal operational downtime.
- Orchestrated Waiver & Funding Source Scalability, directing Business Analysts to perform impact assessments that transformed complex regulatory updates into repeatable, predictable processes.
- Engineered high-efficiency communication ecosystems utilizing Jira and Basecamp to bridge the gap between state agencies and internal technical teams, ensuring 100% visibility for time-sensitive onboarding.
- Mitigated provider financial risk by streamlining onboarding cycles, directly impacting the provider's ability to document services and receive Medicaid reimbursement without delay.

Strategic Process Improvement

Requirements Lifecycle Management

- Designed and implemented a standardized requirements engineering framework, introducing high-fidelity documentation standards including SRS, FDD, and BRD to bridge communication gaps between government stakeholders and technical units.
- Established a rigorous "Sign-off & Freeze" protocol, ensuring 100% stakeholder alignment on functional and technical design specifications prior to the commencement of the SDLC.
- Mitigated project risk and "scope creep" by instituting a centralized Change Management Process with robust version control, ensuring all pivots were documented, approved, and integrated without disrupting development velocity.
- Enhanced product-market fit by synthesizing complex client needs into actionable technical requirements, resulting in increased stakeholder confidence and design accuracy.

Operational Excellence

Task Lifecycle & Workflow Governance

- Engineered a centralized Business Analysts Task Management System within Jira, transitioning the Business Analysis unit to a high-visibility, status-tracking framework that eliminated task attrition.
- Leveraged real-time data analytics and Jira dashboards to provide executive oversight of project health, enabling the proactive identification of bottlenecks and resource reallocation before project milestones were impacted.
- Institutionalized a transparent communication protocol between BAs and technical teams, utilizing Jira as a "Single Source of Truth" to maintain an immutable audit trail for all project decisions.
- Optimized cross-departmental reporting, delivering high-level transparency to senior leadership regarding task velocity, pending deliverables, and overall project stability.