

# Timothy I. Mills CPL SSGB, ITIL, CSM, PMP

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DoD/State Dept. Security Clearance	Top Secret (BI) (Last held)

## PROFESSIONAL PROFILE

**Profile:** Experienced strategic transformation leader, globally minded & highly accomplished senior strategy leader with progressive experience in IT strategy & enterprise wide project portfolio management, Operations strategy & planning, international strategic planning, PMO development / leadership, business process transformation and leading complex, strategic enterprise projects.

An independent thinker and results focused problem solver with a keen analytical mind and integrity. A proven performer in high-pressure, high visibility leadership positions where decisiveness, team leadership and exceptional communication skills prove key to success. Versatile and agile, forward thinking and perceptive, maintains a broad sense of scope to keep teams focused on achieving excellence. People-oriented, tactful and loyal, forges positive working relationships at all levels. Makes sound decisions that propel growth and positively influence long-range business performance.

**Professional Objective:** To lead and drive an innovative firm's bottom-line performance by infusing effective business processes, Operational & IT transformational strategies and evolving strategic vision into tangible business value through effective and efficient project management.

**Focus:** Senior leadership opportunities (Chief Project Officer, Director, Project Management Office, and Director of Operational Strategy)—Focused on mid-sized, innovation driven firms that embrace & lead change.

**Industry Experience:** Healthcare, Graduate Education & Consulting Services, Financial Services, Insurance, Defense, Federal, State & local Government Agencies, International Management, VC Start-ups.

## AREAS of EXPERTISE

➤ <b>Complex Project / Program Management</b>	➤ <b>Enterprise PMO Development &amp; Leadership</b>
➤ <b>Project Risk Management Analysis</b>	➤ <b>Enterprise Project Portfolio Management</b>
➤ <b>IT Governance (COBIT) / ITIL Certified</b>	➤ <b>Graduate Level Business Adjunct Professor</b>
➤ <b>Six-Sigma - Green Belt (DMAIC) / LEAN</b>	➤ <b>Organizational Change &amp; Transformation</b>
➤ <b>'Cloud' Architecture Assessment / SaaS</b>	➤ <b>Healthcare Informatics / EHR Applications</b>
➤ <b>Strategic Business Case &amp; ROI Analysis</b>	➤ <b>Governance / Balanced Scorecard Development</b>
➤ <b>Agile Project Management / PMO</b>	➤ <b>Running 'IT as a Business' Development</b>
➤ <b>Consulting Practice Leadership / Business Development</b>	➤ <b>IT &amp; Operations Strategy / OPEX Plans Formulation</b>

## EDUCATION

*M.B.A., International Management*, (GPA: 3.98)  
Golden Gate University, San Francisco, California

*M.S., Logistics Management* (GPA: 3.89)  
Air Force Institute of Technology (AFIT), Dayton, Ohio

*B.A., East Asian Studies (Japan & China)*  
University of Maryland, Tokyo, Japan

*B.S., Neuroscience*  
University of Massachusetts, Amherst, Massachusetts

## EXPERIENCE

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### Lahey Health

Headquartered in Burlington, MA - Lahey Health includes Lahey Hospital & Medical Center -- a teaching hospital of Tufts University School of Medicine – and Lahey Clinic physician group with practices throughout northeastern Massachusetts and southern New Hampshire. Winchester Hospital, Beverly Hospital; Addison Gilbert Hospital in Gloucester, MA; Lahey Health Senior Care and Lahey Health Behavioral Services as well as more than 30 primary care physician practices and multiple outpatient and satellite specialty care facilities.

#### *Director, Portfolio Management Office (PMO)*

2012 – Present

Lead enterprise wide PMO to manage and provide controls for Lahey Health System's Clinical, Information Technology and process improvement projects.

- **Founded Enterprise PMO:** Created a new PMO for Lahey Health. Within 18 months created, staffed and successfully implemented formalized project management (PM) discipline and founded the first Lahey Health PMO. Created and documented a PM philosophy / methodology, developed comprehensive PM training, recruited and leads 10-15 Project Management Professionals (PMPs), and developed Project Portfolio Management (PPM) Governance process to effectively manage Lahey Health's 50+ strategic projects valued at \$300 M.
- **Epic Electronic Health Record (EHR) Implementation:** Led team to assess enterprise clinical and operational requirements for Lahey's largest ever project to implement \$165 M Epic EHR application. Led project planning to evaluate total life-cycle costs, project resourcing and developed an integrated 3-year roadmap to implement Epic throughout Lahey's 30+ locations. Led PMO "tiger team" to recruit, hire and on board 162+ Epic project team members. Developed innovative project scheduling method and project metrics to control and communicate project progress, issues and risks to Lahey senior management. Results-successful "big-bang" go-live! Epic commented: "Stellar implementation!" Lahey received Epic's 9-stars successful install rating (highest) – one of only four organization's worldwide – to receive this rating!

### Vanguard Health Systems

Headquartered in Nashville, TN - Vanguard Health Systems is an operator of 28 hospitals and other medical facilities in five U.S. states: Arizona, Illinois, Massachusetts, Michigan, and Texas. Vanguard is now Tenet Healthcare.

#### *Program Manager - Healthcare Informatics*

2011 – 2012

Oversees and leads project management planning and project execution for the Northeast region's healthcare informatics, infrastructure and process improvement portfolio of projects.

- **PMO Development:** Led development of a consistent project management methodology, best practices and executive level status reporting to control Vanguard's northeast region's strategic project portfolio. Provides project management expertise and training to Vanguard's regional PMs, clinical analysts, application vendors and project team members.
- **Program Management:** Led enterprise wide executive team to successful Stage 1 & 2 implementation of Meaningful Use (MU) of Electronic Health Records for the Northeast Market's three hospitals. Meaningful Use project team ensured successful completion of all required metrics and realized \$7.1 M for the northeast market.

## Interactive Data Corporation (IDC)

IDC is a global financial services firm that provides financial market data, analytics and related risk management solutions to financial institutions, active traders and individual investors. IDC supplies real-time market data, time-sensitive equity & bond pricing, evaluations and reference data for global securities trading, including hard-to-value instruments. Headquartered in Bedford, MA, IDC has approx. 2,400 employees in offices located throughout North America, Europe, Asia and Australia. Currently, IDC is a privately held company owned by private equity firms Warburg Pincus and Silver Lake Partners.

### *Director, Global Project Management Office (PMO)*

2007- 2011

Led development for global PMO (Bedford, MA; New York City, London, Frankfurt) to manage 50+ financial services IT infrastructure, merger & acquisition system integration, pricing evaluations & Reference Data application development projects in excess of \$75M. Financial data projects focused on product improvements, merger & acquisition integration and new product development for debt instruments, equities/derivatives, commodities/foreign exchange & fixed income.

- **Global PMO Development:** Developed life cycle project management methodology for all IDC enterprise projects. Innovative PRINCE2 and Agile/Scrum methodology included reusable project management templates & processes for project planning, cost & schedule estimation, resource management, risk / issues management and project change management control. Moreover, led team to develop and deliver enterprise wide Project Management competency training for 90+ enterprises wide professional PMs, BAs, project leads and senior executive program sponsors.
- **Project Portfolio Management & Enterprise Governance:** Developed innovative project portfolio management and project governance process to effectively manage over 50 global projects. Portfolio metrics reduced internal application development projects 'time-to-market' by 22% - increasing customer service and reducing development time for new products. Governance process ensured repeatable project solutions across the enterprise.
- **Enterprise wide Operational Process Improvement:** Worked with COO and senior Operations managers to develop operational process and data quality improvements. Team leveraged IT Service Management (ITSM) and ITIL processes to reduce data delivery errors and increase data delivery times for IDC's critical customers. Operational quality processes and metrics became enterprise wide standards.

## Keane Consulting INC.,

Keane is an IT services firm headquartered in Boston, MA, with more than 12,500 professionals worldwide. Keane is an Application Services specialist with distinguished project management credentials. Keane provides Application Services, as well as Infrastructure and Business Processing Outsourcing solutions delivered through onsite, near shore, and offshore resources. Keane is now NTT Data.

### *Senior Principal Consultant*

2005-2007

Program Management, PMO, IT Governance & IT Strategy expert. Provided Business strategy, Program Management & IT implementation consultation to senior business executives. Industry expertise includes Federal and State/Local Government, financial, healthcare & Biotechnology.

- **Standard & Poor's—Credit Market Services – New York City:** Developed comprehensive data and application architecture analysis for S&P's Commercial & Government Credit Rating Service offerings. Technical architecture strategic roadmap outlined 15 'future-state' initiatives valued at \$75M+ - initiatives create a common Service Oriented Architecture (SOA) system platform framework for S&P's critical credit ratings data analytics. Introduced and developed IT portfolio management and IT Governance program to control & manage future state initiatives and guide long term IT strategic & operational planning.
- **City of Boston—Project Management Office Development:** Conducted innovative project management (PM) maturity assessment for City of Boston. Identified 7 strategic initiatives to increase PM maturity to Shepard \$65 M in City of Boston IT & process improvement programs / projects. Implemented effective project office to track enterprise wide project status, provide executive-level project governance, enterprise risk management and project schedule & cost change control.

## Perot Systems – Healthcare Practice

Perot Systems Healthcare provides consulting, business process, and technology-based solutions for the healthcare industry. Perot Systems healthcare clients include five of the top 25 U.S. health systems, more than 1,000 healthcare providers and 100 health insurance organizations, plus leading healthcare supply chain and retail pharmacy companies. Perot Systems is now Dell Corp.

***Director, PMO – Blue Cross Blue Shield - RI***

2004-2005

Led oversight of over 60 enterprise application development, IT infrastructure, insurance claims/membership and business process transformation projects valued at \$65 M for Blue Cross/Blue Shield, Rhode Island account. Implemented reusable project management methodologies to Sheppard enterprise cost, schedule, and project scope and quality metrics. Served as focal point for senior management (board-level) governance communications of enterprise project portfolio development, project status and project change management.

- **Program Risk Identification and Mitigation Process:** Led development of innovative enterprise program risk management identification and risk mitigation process that reduced application development lifecycle time by 10%.
- **Information System Security:** HIPAA Compliance Officer. Oversaw \$21 M enterprise wide project to identify system security vulnerabilities, identify information security risks and develop a sound risk mitigation roadmap to ensure safeguards were established to meet mandatory HIPAA privacy & information security compliance.

**Sutter Health**

Headquartered in Sacramento, CA, Sutter Health is a not-for-profit health system serving patients and their families in more than 100 Northern California cities and towns. The Sutter Health system is a network of 29-hospitals with over 100 member Doctors.

***Director, Enterprise Program Management Office (EPMO)***

2002-2004

- **PMO Development and Maturity Roadmap:** Orchestrated development and maturity roadmap for introducing PM methods, training and enterprise project portfolio management for Sutter Health's enterprise wide PMO.
- **Healthcare Project Portfolio Management (PPM):** Applied project portfolio methods and training to guide 400 Sutter Health project team members implementing 150 enterprise wide IT, business strategy and clinical projects. Strategic healthcare projects included: Electronic Medical Record (EMR) implementation, Radiology PACS system, e-ICU development, Computerized Physician Order Entry (CPOE) system & Emergency Room process automation.
- **Business Process Improvement Analysis:** Directed operating room supply chain management process improvement analysis. Identified over \$40 M in materials management and work flow cost savings in Sutter's network of 29 hospitals.

**IBM Global Services, eBusiness Strategy & Design Consulting**

IBM Global Services is the world's largest business and technology services provider with over 190,000 consultants serving customers in more than 160 countries.

***Executive Consultant and Methodologist***

2000-2002

Developed and deployed business strategy and organizational change consulting business analytics, consulting methods and reusable solution capabilities for IBM's 3,000 + worldwide business strategy and process improvement consultants.

- **IT Integration Strategy:** Coordinated cross-functional team to develop \$1.6 M, pan-Latin America regional business and IT integration strategy for ING Financial Services. Successfully united 13 strategic business units in seven countries.
- **IT Strategy Development:** Member of cross-functional team that developed comprehensive IT strategy for Air Force Material Command Chief of Technology (CTO) Office. Analysis identified / recommended consistent IT enterprise architecture and developed a roadmap to implement 25 IT improvement projects valued at \$ 600 M.
- **E-Business Risk Analysis:** Created comprehensive global e-business risk analysis framework to identify and solve e-globalization issues in business strategy, organizational structure, marketing/branding, IT infrastructure and data content management. Innovative method booked over \$6.0 M in 2001 and 2002.

- **E-Business Model Design:** Spearheaded collaborative project with Harvard Business School to develop and infuse corporate e-learning curriculum of innovative e-business model design, saving \$2.0 M in enterprise training.

## KPMG LLP

KPMG is one of the largest professional services firms in the world. KPMG employs 138,000 people and has four lines of services: audit, tax, advisory and consulting (BearingPoint).

### *Consulting Engagement Manager*

1997-2000

Provided direct client service for program management, business process improvement, activity-based-costing, strategy development and business case analysis. Big-5 management consulting experience spanned the spectrum from small high tech start-ups, financial and manufacturing organizations to international governments and large state and federal agencies.

- **PMO Development - California Public Employees Retirement System (CalPERS):** Established enterprise wide strategic project management support office (EPMO). Spearheaded implementation of effective project management principles and processes for nine enterprise wide mission-critical IT projects valued at \$75.0 M.

## **OTHER EXPERIENCE—Adjunct Professor - Graduate-Level Business & Project Management**

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Harvard University, Division of Continuing Education (DCE), Cambridge, MA  
*Lecturer – HES - Graduate Project Management, 2018 – present.*

Northeastern University, College for Professional Studies (CPS), Boston, MA,  
*Associate Professor – CPS - Graduate Project Management, 2015 - present.*

California State University, Sacramento, California,  
*Associate Professor, 2002-2006.*

## **MILITARY EXPERIENCE**

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United States Air Force (USAF) - *Commissioned Officer (Lt Colonel, Ret.)*

- **Program Manager, A-10/F-111 Fighter Aircraft System Program Office,** Sacramento, California, Led 164-member cross-functional, integrated product team for worldwide logistics management of USAF A-10/F-111 fighter aircraft system. Effectively managed \$400 M acquisition and logistics budget.
- **Director, Fifth Air Force Headquarters Defense Cooperative Division,** Tokyo, Japan. Primary Joint planning liaison between USAF, Japanese Government and Air Force. East Asian expert! Led supply chain expertise to the joint (U.S.A./Japan) FSX fighter aircraft project. Saved USAF \$200 K by identifying aircraft repair and supply support in East Asia. Achieved Defense Language Institute (DLI) level II fluency in Japanese.
- **Logistics Program Leader - U.S. On Site Inspection Agency, Intermediate Nuclear Forces (INF) Treaty,** Boston, Massachusetts. Provided expert logistics management strategies to U.S. State Department, National Security Agency and CIA for USA/USSR INF Treaty On-Site Verification Program. Project team awarded the Secretary of Defense Superior Management Award.
- **Graduate Logistics Management Fellow, NASA,** Kennedy Space Center, Florida. Directed cross-functional research team that analyzed Boeing Corporation's on-orbit asset sparing and resupply business intelligence algorithms for International Space Station. Increased in-orbit resupply accuracy 10%.

## **PROFESSIONAL CERTIFICATIONS**

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**PMP**—*Certified Project Management Professional (PMP), Certification #11225*  
Project Management Institute (PMI)

**CPL**—Designated Certified Professional Logistician, Certification #1595  
International Society of Logistics (SOLE)

**CSM**—Certified Scrum Master –The Scrum Alliance, Member #412308

**Six-Sigma**—Green Belt Certification - LEAN  
Villanova University

**ITIL**—Foundations Methodology Course  
Information Technology Infrastructure Library (ITIL), V3 Certification  
Pink Elephant

**APDP**—US Federal Acquisition Professional Development Program (APDP) Certification  
DAWIA - Level III Certification - Acquisition Logistics/Systems Engineering  
DAWIA - Level II - Program Management

## **PROFESSIONAL ORGANIZATIONS**

- **Project Management Institute (PMI)** Member
  - Sacramento Valley Chapter Past Board of Directors: Trustee
  - Sacramento Valley Chapter Past Vice President – Membership
- **International Society of Logistics (SOLE)** Member
- **Healthcare Information Mgt Systems Society (HIMSS)** Member