

Morgan Templar

Chief Data Officer/Senior Vice President
Strategy · Governance · Transformation

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- ✓ Accomplished Executive with proven success changing culture and delivering successful transformations
- ✓ Consensus builder bringing deep experience in both business and technology organizations applying empathy and unifying strategies
- ✓ Effective in delivering continuous improvement in data making it understandable, available and useful
- ✓ Recognized for building strong teams of highly engaged leaders and individual contributors
- ✓ Technically proficient leading Business and Technology teams in Cloud Operations, Software Engineering, Data Management, Agile Development, Database Management, SaaS, Data Architecture and Modeling, & Business Intelligence/ Reporting
- ✓ Strategic mindset bringing roadmaps, blueprints, playbooks and capabilities to life
- ✓ Transformation Agent who streamlines business and data management operations and processes
- ✓ Author of two best-selling books: “Get Governed: Building World Class Data Governance Programs” and “A Culture of Governance”

Executive Highlights

- Digital Transformation leader launched a \$200M information management platform in a multi-tenant, multi-cloud environment at Highmark Health
- Continuous improvement of Data Assets & Quality – Bolstered the data product development process to 98% accuracy by dramatically reducing engineering defects by 73% at HM Health Solutions
- Recognized for a perfect score on the 2020 Employee Engagement survey on the questions “I know what is expected of me” and “Someone at work cares for me” at Highmark Health
- Elevated the Net Promoter score by 15 points by fostering close collaboration with platform clients on data strategy roadmap development and execution at HM Health Solutions
- Minimized regulatory and privacy litigation risks by successfully launching a \$30M data privacy and member consent alignment program, resulting in savings over \$100 Million at Highmark Health
- Optimized the provider data value ratio by 5% at Cigna
- Led provider data transformation moving data from mainframe to data lake in 15 months allowing mainframes to be decommissioned at Blue Shield of California

Professional Experience

Highmark Health / HM Health Solutions, Inc., Pittsburgh, PA
Vice President, Data & Information Management

Sep 2019 – August 2022

Drove enterprise digital and data transformation innovation launching new data products that delivered incremental revenue growth and operational cost reduction

- Launched development of a robust \$200M information management platform in a multi-tenant, multi-cloud environment (Google Cloud, Snowflake AWS, Azure), encompassing data governance, classification, tagging, modeling, engineering, quality, master data management, data warehousing and user experience

- Managed the end-to-end data pipeline, from onboarding new data sources through data operations to self-service analytics
- Held P&L accountability for a \$175M annual product portfolio
- Lessened the data product expenses by 20% by instituting efficient CI/CD data processes that expedited product development and delivery
- Bolstered the data product development process to 98% accuracy by dramatically reducing defects by 73%
- Fostered trust-based relationships with platform health plan customers and internal business units to inform and develop aligned data strategies raising Net Promoter Score by 15 points
- Minimized organization-wide regulatory and privacy litigation risks by successfully launching a \$30M data privacy and member consent alignment program, resulting in savings over \$100 Million
- Championed Interoperability principles and led Platform Interoperability initiatives in REST and FHIR protocols
- Directed the development and integration of the Enterprise API Standard Methodology, championed API First
- Recognized for a perfect score on the 2020 Employee Engagement survey on the questions “I know what is expected of me” and “Someone at work cares for me”
- Won the “2020 Global Top 100 Innovators in Data and Analytics” Award from Corinium Global Intelligence

Cigna, Hartford, CT

Jan 2019 – Aug 2019

Provider Data Governance Officer

Directed the global data governance of the data architecture, delivery and management.

- Developed and executed an effective Data Governance Strategy and Implementation Plan to achieve company-wide adoption of data governance principles
- Accountable for the governance of 1.2M providers’ data with over 32 billion data elements with multinational scope
- Played the instrumental role of Data Governance Leader of all provider data intake and design of data objects and business capabilities enhancing business usability of information
- Optimized the provider data value ratio by 5% by implementing comprehensive backlog development practices to evaluate product delivery value effectively leverage strong client engagement and feedback
- Reviewed and approved projects and programs based on their business value
- Fostered consensus building between data delivery stakeholders
- Managed and trained a high performing team

Get Governed LLC, Pittsburgh, PA

Mar 2018 – Present

CEO & Chief Data Evangelist

Get Governed is a passion project that overlaps other full-time employment. Its purpose is to further the education and knowledge of Data as a discipline. Get Governed LLC holds the IP rights on my original content, including books, learning aids, data products and speaking engagements.

- Thought leader in the Data & Analytics community with an emphasis on best practices and leading from the front
- Mentor and champion for Women in Data and Women in Tech – Strong advocate for DEI initiatives
- Consultations on data software, program design, change management, and fostering trust of data assets
- Evangelize data culture & literacy, data strategy, data architecture & engineering, data governance, mastering data, and data quality
- Activities include coaching, mentoring, speaking, writing and serving on boards of organizations

Blue Shield of California, Rancho Cordova, California
Director, Business Solution Architect

Apr 2013 – Oct 2017

Led the strategic planning and execution of Provider Data programs, projects, and governance to drive higher data availability and scalability. Development and delivery of innovative business solutions for provider data management and analytics.

- Developed and launched Enterprise Data Governance and Chaired the Data Stewards Council for two years
- Fostered adoption of data management best practices throughout the enterprise
- Maximized innovative solutions for provider data management and cross-functional change management
- Leveraged relationships to drive cohesive integrated business process design
- Instituted key data quality dimensions and metrics by managing multi-domain teams to evaluate the performance of three critical payer systems – Provider Information Management, Claims, and Network Management Operations
- Accelerated product standardization by developing a 3-year roadmap in conjunction with key vendors, including 80% automation enablement and product standard versions
- Established data analytics capabilities integrating process mapping with two-week service level agreements, KPIs, formal intake and prioritization processes, utilizing Agile development methods
- Launched a new provider data management system in 15 months, six months earlier than expected, including integration to claims, HMO and PPO pricing engines, and enterprise data lake leveraging strong client engagement, strategic planning, and data management expertise
- Successful data transformation supported the full decommissioning of the mainframes in 2017

Valley Health System, Winchester, Virginia

Dec 2009 – Aug 2012

Corporate Director (6 Hospital System) – Provider Services

Medical Staff Services Director – Provider Contracting, Credentialing, Hospital Privileging, Oversight of owned clinics and employed personnel, Provider Data and Systems, Provider Liaison

- Eliminating duplication of effort for 30% of providers credentialing by introducing centralization of credentialing
- Created physician and student onboarding, Authored Policy & Procedure standards, Facilitated Physician Governance/Peer Review, Provider and Vendor Contract Negotiation
- Achieved 100% Compliance audit scores from CMS, NCQA, and Joint Commission
- Information System Management, P&L Responsibilities

Additional Experience

Strategy Principal, Datum Strategies LLC, Annapolis, MD

Senior Advisor, Program/Project Management, Dell Services at Harvard Pilgrim Health Care, Wellesley, MA

Operations Manager/ Business Analyst Lead Consultant, Coventry Health Care, Harrisburg, PA & Salt Lake City, UT

Certifications

Certified SAFe Agile Leader, SAFe Agile 5, 2020

INFO Designation – Information Coalition, 2018

Six Sigma Green Belt - 2015

CPMSM – Certified Professional in Medical Services Management, National Association Medical Staff Services, 2010 - 2013

Lean Certified – Healthcare and Hospitals - 2009

SEC Licensed Series 7 and Series 63 (Utah, Illinois), 1987 - 1997

Education

Master of Science in Healthcare Administration, Ohio University, Athens, OH

Bachelor of Science in Public Relations, University of Utah, Salt Lake City, UT

Chief Data Officer Certificate, Carnegie Mellon University, Heinz College Executive Education, Pittsburgh, PA

Board Membership & Affiliations

VP Member, Chief, June 2022 – Present

Executive Board Member, Swoon Consulting, May 2022 – Present

Global Board of Advisors, Business of Data, Corinium Global Intelligence, Aug 2020 – Dec 2022

Industry Advisory Board Member, University of Utah School of Medicine, Biomedical Informatics Post-graduate program, June 2020 – Aug 2022

Appearances, Publications

Sought out Keynote Speaker, Author of articles and publications, and Contributor to research papers.

Full list can be viewed on <https://www.morgantemplar.com>

Technologies

CLOUD: Google GCP, Snowflake (AWS, GCP), Microsoft Azure, Red Hat Open Shift, Oracle Exadata, edge servers

ENGINEERING: Big Query, Databricks, Graph QL, SPARK, Informatica BDM, Axway API, Apigee API, Yellowbrick, Oracle, Golden Gate, Informatica CDC, .NET, Python, Java, SAS, Denodo (Data Virtualization), Informatica Powercenter, Message Broker (MQ and MFT), Sterling sFTP, SQL Developer, SSIS, Axway Gateway, Springbok, SMILE CDR (FHIR), HAPI FHIR, PEGA, Github, Gitlab, Netezza, Cobol, EDI, Kafka, Red Hat BRE/JBOS

DATA MANAGEMENT: Informatica EDC, Collibra Data Governance (Lineage, Classification, Glossary), Manta, Collibra Data Quality, Informatica Master Data Management, Informatica Information Data Quality (IDQ), Informatica Quality Analyst, IBM Initiate MDM, IBM Infosphere MDM, One Trust, Erwin Data Modeling, IBM Spark object management

BUSINESS SYSTEMS: Facets, McKesson Network Management System, EPIC, NASCO, Cactus, Medkinetics, CAQH, NPDB, OIG/SAM, NPPES, SharePoint, MS Teams, Google Sheets, Microsoft Office, Medium, Clubhouse, Mural, Trello, Workday, LinkedIn, Access

AGILE DEVELOPMENT: Atlassian JIRA, Version One/Digital AI/Agility, Trello, Planview, Acclaim, Agility.io, Github

DATABASES: GCP Big Query, Teradata, DB2, Mongo DB, Cloudera, Apache Hadoop, Oracle, Netezza, Facets, NASCO, Cobol Mainframe, Neo4J, Snowflake, Hortonworks

SaaS: Salesforce, Peoplesoft, Workday, JIVE, many vendors including vendors for Robotic Process Automation

BUSINESS INTELLIGENCE/REPORTING: Business Objects, Documentum, SQL, Toad, My SQL, SAS BI, Cognos, Power BI, Tableau, Qlik, Qlikview, Python, R Studio, Looker, Oracle BI, Planview, Microstrategy