

Morgan Templar, MHA

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Senior Leader: Healthcare, Data, Governance, Strategy

Morgan Templar is a Decisive Visionary

With Deliberate Creativity, she makes Complex Connections and is an influential Change-Agent

Mission Matters - Focus on the experience of members and patients of healthcare organizations through identifying Complex Connections in the top-down end-to-end flow of data and processes delivering Optimization Strategies that result in measurable cost savings and improved customer experience.

Author of two best-selling books: *“Get Governed: Building World Class Data Governance Programs”* and *“A Culture of Governance”*

- Integrated Strategy for Business, IT & Digital
 - Driving Mission-based Outcomes
 - Data / Information Management
 - Industry Network and Alliance building
 - Sparking Innovation & Cultivating Ideas
 - Leading Scalable App Dev & Transformations
 - Building High-Performing Teams
 - Creative Intelligence Connecting Information
 - Clinical, Technical, & Operations Excellence
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Executive Highlights

Built a track record of successfully transforming organizations and teams by seeing beyond the traditional and making connections between converging ideas across the landscape. Strong technical, clinical and business operations understanding with a passion to make a difference.

- *Transformational Change:* Drove reduction in cycle time from 120 days to 45 days for complete provider contracting, credentialing and enrollment for a national health system.
- *Strategic Program Implementation:* Planned and implemented a \$26 Million, three-year program to uplift provider data management capabilities transforming the organization from mainframes to Master Data Management and roadmap for Automation.
- *Blueprinting and Roadmaps:* Capability analysis and strategic planning for regional health plan quality, customer experience, and provider engagement. Three- and five-year plans with annual monitoring and reporting of progress.
- *Community Development:* Served as Chairman of the Board for a community non-profit organization, implemented comprehensive communication and public relations strategy highlighting the mission and services provided to the local community.

- *Data as a Service and DevSecOps*: Transitioned data teams from application development to DevSecOps. Putting quality code ahead of speed and transitioning delivery to agile methods resulted in 73% drop in defect injection. Data as a Service changed the delivery of data to User Driven Design methodologies resulting in auditable backlog, improved data monitoring, improved data access and movement via API, batch files and eDelivery.

CAREER HISTORY & ACCOMPLISHMENTS

Highmark Health / HM Health Solutions, Inc.

Pittsburgh, PA

Vice President, Data Management

September 2019 – Present

- Developed Data Strategy and Data Foundations Roadmap providing 3 and 5-year plans for data interaction patterns, team structures, and application development processes
- Reduced Data Product expenses by 20% by establishing consistent Data Patterns for Access, Storage, Transportation/Delivery, Intake, Orchestration, Design and Development; EDI, MDM, ODH, EDW, Data Lake, and Data Extracts
- Leading Enterprise API Standardization/API First and EHS Platform Interoperability initiatives
- 73% Reduction of defects interjected in production across all data teams in first year
- Champion the critical nature of All Things Data as the foundation for strategic transformation

Get Governed LLC

Rescue, CA

Chief Executive Officer/Principal Partner

March 2018 – Present

- Data Governance and Information Quality optimization and analysis
- Strategic Planning, Roadmap, Technical solutions
- Training programs for beginner through advanced governance programs
- Speaker, Blogger, and published Author

Cigna Healthcare, Inc.

Hartford, CT

Provider Data Governance Officer

January 2019 – August 2019

- Development of Data Governance Strategy and Implementation plan
- Accountable for the governance and foundational data for 1.2 Million providers with more than 32 Billion data elements and global perspective and influence
- Core Perspective role for all provider data solutions and capability intake and design
- Evangelize and influence the adoption and normalcy of governance principles

Datum LLC

Annapolis, Maryland

Strategy Principal

October 2017 – March 2018

- Principal Strategy consultant for Datum, a Gartner, Forrester, and Bloor recognized Data Governance firm specializing in Master Data Governance, SaaS, and SAP implementation and transformation, Value Register Framework and maturity roadmaps.
- Coached Chief Data/Information executives providing insight into industry best practices, analysis of internal organizational challenges and external legal/regulatory pressures.
- Developed high-performing leadership teams, each exceeding customer expectations in the development of strategic roadmaps, metrics and measures, value realization, and data lake SKU reconciliation.

Blue Shield of California

Rancho Cordova, California

Business Solution Architect (Director)

April 2013 – October 2017

- Chaired the Enterprise Data Governance Data Stewards Council as the 1st elected Chair; Modeled best practices as the Provider Domain Data Steward; Led multi-domain teams to establish key data elements, evaluated several system tools for issue resolution and provided a recommendation to the EDG Steering Committee, Established Data Quality Dimensions and Measurement, & led Council operations, including writing the Council Charter
- Drove the creation of the 1st National McKesson upgrade summit of Blue and non-Blue health plans to a McKesson three-year roadmap commitment toward 80% automation enablement and product standard versions by end of 2018
- Introduced statistical models and process mapping to Reporting & Analytic team establishing two-week Service Level Agreement, Metrics and Controls; Formal Intake & Prioritization process; Agile development methods
- Maximized innovative solutions for provider data management and cross-functional change management; Leveraged unrealized connections and solution paths between business units for maximum value realization across the enterprise
- People Leader of four teams: Product Ownership, Data Quality, Program/Project support team and Business Analytics and Reporting team, which includes Product Sr. Manager, Application Developers, Configuration Analysts, Data Quality Analysts, Program Manager, SCRUM Masters, project support analysts, Business Intelligence Developers and Trainer; Average 100% on key Great Place to Work score
- Increased the Tools and Technologies within my portfolio to include: .NET, Python, Java, SAS, BOXI, Oracle, Documentum, Initiate and Infosphere MDM, Netezza, Aginity, SQL, Toad, My SQL, SQL Developer, SSIS, SVN, JIRA, Informatica ETL, Informatica Quality Analyst, SharePoint, JIVE, Message Broker (MQ and MFT), and Sterling sFTP

Dell Services at Harvard Pilgrim Health Care

Wellesley, Massachusetts

Sr. Advisor, Program/Project Management

August 2012 – April 2013

- Led Agile SCRUM methodology implementation and configuration of the McKesson provider network management system including user story development and requirements traceability
- Delivered seamless business processes based on requirements across all business functions from Provider enrollment, Claims adjudication, Markets and Medical Informatics

Valley Health System

Winchester, Virginia

Corporate Director (6 Hospital System) – Provider Services

December 2009 – August 2012

- Achieved 100% Compliance scores from CMS, NCQA, and Joint Commission audits;
- Introduced Centralization of Credentialing for a Joint Commission accredited 6 hospital system eliminating duplication of effort for 30% of providers; Created physician and student on-boarding, Authored Policy & Procedure standards;
- Improved Database Management, technical interactions between vendors and staff, RFP management; Capital and Operations Budgeting; Facilitated Physician Governance/Peer Review, Contract Negotiation, Project Development and Implementation; Functional integration of compliance projects; Information System Administration

Coventry Health Care

Harrisburg, PA and Salt Lake City, UT

Operations Manager/ Business Analyst Lead Consultant

March 2006 – December 2009

- Achieved 100% compliance with Department of Insurance Regulations in all 50 states while maintaining a 91% audit compliance score from CMS, NCQA, and URAC accreditation agencies
- Delivered HEDIS reporting data collection and mapping Achieving a rank of 3rd in the nation for Health America health plan
- Created a Think Tank forum of 100+ managed care leaders for interoperable strategies, policies, and compliance
- Established strategy driven metrics; Increased Process Engineering capability; Improved Systems Analysis, Workflow Development, Change Management, Oracle Database mining and maintenance, Project Management following PMI methodologies Performance Improvement and Auditing
- Led System Integration and Data Migration for 6 major health plan acquisitions
- Leader of high-performance Team: Projects team, Data Integrity team, and Outsourcing team; Policy and Procedure committee leadership
- Entrepreneurial start-up project: Opened third U.S. office in Salt Lake City. Initial facility set-up. Recruited, hired & trained 25 staff in 60 days

Intermountain Healthcare (IHC)

April 2001 – March 2006; Salt Lake City, Utah

Urban Central Region Administration, Medical Credentialing Specialist, Project Coordinator

- Lead Project Manager: IHC Urban Central Region/Salt Lake Community College Accredited RN Nursing Program. Budget: \$1.5 Million. 2-year project including development, implementation and management – turned an idea with budget approval into a fully accredited *RN degree program* including contract negotiation, program design, recruitment of key staff, budget planning and oversight, Public Relations, student selection and student liaison.
- Expanded clinical training program to Ultrasound Technologist training program and Neonatal Nurse Practitioner training program.
- Enhanced Regional system-wide Financial Dashboards – presented monthly for region executive leadership and Board of Directors;

EDUCATION

Master of Science – Healthcare Administration

Ohio University – Athens, OH

Bachelor of Science – Public Relations

University of Utah – Salt Lake City, UT

BOARD MEMBERSHIPS

University of Utah Biomedical Informatics Program

Industry Advisory Board

September 2020 – Present

Enterprise Software Ventures

Industry Advisory Board

March 2019 – March 2020

American Red Cross Top of Virginia Chapter

Chairman of the Board

December 2010 – September 2012

Utah Association Medical Staff Services

President

January 2006 – January 2008

CERTIFICATIONS, SELECT AWARDS & PRESENTATIONS

Certifications:

- *SAFe Agile 5 – Certified SAFe Agile Leader; 2020*
- *INFO Designation – Information Coalition; 2018*
- *CPMSM – Certified Professional in Medical Services Management, National Association Medical Staff Services; 2010 - 2013*
- HAZWOPER (HAZMAT) certified Incident Commander; 2002 - 2012
- Lean certified - Healthcare
- Six Sigma Yellow Belt

Awards/Recognition:

- Corinium Global Intelligence – 2020 Global “Top 100” Innovators in Data and Analytics
- Leadership award – for promoting Excellence and Industry Best Practices: McKesson Health Services, 2016
- The Clara Barton Honor Award: American Red Cross, Top of Virginia chapter, 2012
- Shining Star – for development of accredited Nursing Program: Urban Central Region, Intermountain Healthcare 2004
- Recognition of Excellence – for leadership of HazMat and Emergency response team for Winter Olympics 2002: Primary Children’s Medical Center, Intermountain Healthcare 2002
- Chairman’s Circle: Internet Events International 2001
- Executive of the Year: Virtual Media International, Inc. 2000

Featured Speaker:

- “Business of Data – Top 100 Live Roundtable,” Chief Data and Analytics Officer (CDAO) North America, Corinium Global Intelligence, September 2020
- “The Changing Roles of the CDO and CDA,” Chief Data and Analytics Officer (CDAO) conference, Corinium Global Intelligence, January 2020
- *“Still Looking for the Data – Data Discovery,”* Panelist, Ing3nious Information Governance SoCal Retreat, December 2019
- *“Small Data in the Era of Big Data,”* Panelist, Ing3nious Information Governance SoCal Retreat, December 2019
- *“Defining Work-Life Balance,”* Women in Data, Highmark Health, November 2019
- *“Big Foot, Aliens or a Culture of Governance – Are any of them real?”* Featured Keynote, Ing3nious Information Governance East Retreat, June 2019
- *“Connecting IT Strategy to Business Operations for Seamless Collaboration,”* InfoGov18, Sep 2018
- *“3 Quick Wins to Kickstart an Information Governance Program,”* EverTeam Webinar, May 2018 (co-presented with Ken Lownie)
- *“Data Governance Starts with People, Not Technology,”* EverTeam Podcast, May 2018, <https://infogovbriefs.podbean.com/e/data-governance-starts-with-people-not-technology/>
- *“Information Governance in the Age of Encryption and Ephemeral Communications,”* Ing3nious NorCal Retreat, April 2018
- *“Second Generation Data Governance: Focus on the Member Experience by Defining and Measuring Provider Data Quality,”* Inspire, Change Healthcare Annual Conference, October 2017
- *“From Sanctions and Fines to Thought Leadership in Data Quality,”* Data Governance and Information Quality National Conference, June 2017
- *“Provider data validation leading to increased data quality,”* Blue Cross Blue Shield Association National Summit, May 2017, (co-presented with Jason Hagen)
- *“Partnering for Success: Business, IT and Vendors,”* McKesson Health Services Annual User Conference, October 2016 (co-presented with Jason Hagen and Nanci Ziegler)
- *“Improving Consumer Engagement through Provider Data Management and Data Quality,”* McKesson Health Services Annual User Conference, October 2015
- *“Jumpstart your Provider Manager Implementation,”* and *“Provider Manager Conference Closing Panel,”* McKesson Health Services Annual User Conference, October 2014
- *“Managing vendor, CVO, and large organization relationships,”* West Virginia Association Medical Staff Services – Annual Conference, October 2011
- *“The Paperless Credentialing Office,”* Pennsylvania Association Medical Staff Services – Annual Conference, April 2011
- *“The Mission of the Red Cross,”* Rotary Club of Winchester, March 2011
- *“Strategic Planning,”* Utah Association Medical Staff Services – Annual Conference, 2006
- Promotional Appearances – Public forums, Community Organizations, Broadcast TV and Radio, Multi-media and Social Media, *“The Mission and Vision of the Red Cross”*, 2010 - 2012