

# CHRISTY DENNIS

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## CAREER OBJECTIVE

An opportunity to position an organization to achieve strategic and tactical objectives while meeting the challenges of growth and enhanced profitability.

## SUMMARY OF QUALIFICATIONS

### PROFILE

Dynamic, innovative, and process-focused leader with 10+ years experience providing technology-based solutions for organizations competing in the global marketplace. Effective planner and resource manager with strength in building and leading multidisciplinary operations and cross-functional teams within the highly competitive, market-driven healthcare industry. Successful in developing solutions to meet the challenges of complex startup, reorganization, and high-growth ventures. Excellent presentation, training, and team building qualifications. Expertise in the areas of:

- |   |                                    |
|---|------------------------------------|
| ✓ Strategic planning  | ✓ P&L accountability               |
| ✓ Enterprise-wide architecture                              | ✓ Staffing & team development      |
| ✓ Liaison between stakeholders & business units             | ✓ Budgeting & cost control         |
| ✓ Delivery of consumer insight solutions                    | ✓ Project management               |
| ✓ Driving execution & delivering results                    | ✓ Organizational development       |
| ✓ Developing policies, standards & procedures               | ✓ System & process standardization |
| ✓ Multi-site and remote management                          | ✓ Time-critical performance        |
| ✓ Resolving technical interdependencies between initiatives | ✓ Change & process reengineering   |

- Skilled in comprehending business flow, translating needs, and selecting the appropriate tools to implement hardware and software applications that produce desired results. Strong background in leading cross-functional teams and groups of up to 50 within the organization. A combination of technical expertise and understanding of large-scale complex business systems that challenge organizations in today's marketplace.
- Excellent leadership, interpersonal, and organizational skills contribute to success in developing and implementing programs, strategies, and technical initiatives that achieve objectives. Accustomed to direct responsibility for enterprise-wide systems supporting 1,100 users and a budget of \$2 million plus \$1.3 million for projects.
- Strong technical proficiency with: Microsoft Office Suite (Word, Excel, PowerPoint, Outlook, Access), SQL 2000, Data Modeling, Visio, ASP, MS FrontPage, FTP Protocols, Network Streaming Remote System Access, No-IP, PC Anywhere, Sonork Message System, Data Junction, VB Script, MS Project, MS Publisher, Gantt Charts.

## EMPLOYMENT HISTORY

**RI UNLIMITED, INC.**, Shorewood, MN

**July, 2000 — Present**

*A nationwide, privately held Internet-based healthcare information management company providing high-speed Internet connections and data transfers to safely and securely route transcription via encrypted digital files to highly skilled Medical Linguists (transcriptionists) nationwide. Founded in 1995, RI Unlimited generates approximately \$4 million in annual service revenues.*

### Chief Information Officer

- Provide leadership and direction to a staff of five programmers and three technicians engaged in executing all technical decisions, future innovation, infrastructure implementations, and methodologies for an internet-based geographically dispersed organization servicing a nationwide customer base.
- As an executive team member, pioneered planning, developing, and executing all enterprise-wide strategies and decisions to improve transcription workflow across multiple clients and platforms.
- Developed and implemented a secure website for online access of medical transcription using MS-SQL 2000 and ASP. Supervised development contractors in numerous automation projects.

**RI UNLIMITED, INC., Shorewood, MN**  
**Chief Information Officer — continued****July, 2000 — Present**

## ACCOMPLISHMENTS:

- Developed an infrastructure that supported the sales growth from \$300,000 in annual revenue to \$4 million.
- Recruited, hired, trained, mentored, and developed an IT team from its inception to a full staff of five programmers and three technicians and successfully managed staff remotely.
- Moved the technology infrastructure from an outside vendor to an in-house supported operation providing 22% less downtime.
- Reduced contract transcriptionists' (MTs) billing time by identifying lack of standardization in billing information being sent by MTs. Designed and implemented new web-based tool called E-Invoice for collecting the information into an SQL database, allowing for billing to occur through this information. Entire payroll-streamlining project reduced payroll creation time by 85%. Tool is currently being used three years from implementation.
- Designed and built a process and web-based tools to monitor and modify the data necessary for line count billing. Efforts reduced billing time by 91% and allowed executive team to determine current billing status on day-to-day basis.
- Reduced qualification time to hire new contract transcriptionists by 75% through design and implementation of web-based MT application system. System collects information, administers tests, and automatically sends pass/fail emails for each phase once tests have been graded. Subsequently, developed a system to track all MT's contracts online.
- Reduced patient demographic information errors by 90% in the transcription phase through design and implementation of system that parses schedule information from clients to give MTs patient-specific information from a secure website.
- Solved the issue of off-hours access to patient information by providers. Designed and implemented an online secure patient information-viewing tool called Onlivia that allowed providers to access data for patients, and provided online encrypted signature. Efforts ensured providers access to their secure data from anywhere with an Internet connection. Tool became a foundational piece of RI's technology and has been improved to include patient drug lists, problems, and comments.

**PACIFIC MEDICAL CENTER, Seattle, WA****1995 — 2000***Pac Med is a not-for-profit outpatient group specialty medical practice with 16 locations and 1,100 employees.***Y2K Project Manager, Information Services** (Jan 1999 — Jun 2000)

- Managed Y2K project to successful completion with \$1.3 million budget for 86 internal projects involving 124 key vendor relationships with a staff of 60 associates.
- Led 12 cross-functional teams of employees with competing priorities and held responsibility for a variety of systems ranging from utilities and medical equipment to clinical equipment to computers and software.

## ACCOMPLISHMENT:

- Completed Y2K project \$600,000 under budget with 16 locations operational on January 3, 2000.

**Associate Director of Applications** (Jul 1997 — Jan 1999)

- Responsible for needs assessment through maintenance for all software for a growing 16-location organization.
- Hired, trained, and managed application team, comprised of eight business analysts and a Mumps programmer.

## ACCOMPLISHMENTS:

- Reduced departmental budget an average of 7% yearly without compromising service levels.
- Conducted enterprise-wide training of a new system for 550 employees in 90-day period with a minimum of clinic interruption by purchasing portable equipment.

**Implementation Manager, Clinical Implementations** (Mar 1996 — Jun 1997)

- Managed project teams and plans for four concurrent key mainframe application implementations for Information Services including IDX Clinical Repository, Radiology, Order Communications, and NDC Pharmacy systems while coordinating a transcription outsourcing project.

## ACCOMPLISHMENTS:

- Achieved time-critical goal of completing four clinical projects within one year with only one analyst each for key resources and database management requiring precise workload management. With approval of end-users, the concurrent projects were staggered to ensure that limited resources would be available for crucial programming pieces.
- Reported to IS steering committee weekly using MS Project.
- Developed and maintained project-wide Issues & Resolutions documents that were key after project closure for determining why specific decisions were made.

**IT Training Manager, IT Training, Information Services** (Jul 1995 — Mar 1996)

- Built training program from inception, including two classrooms, 16 trainers, and 35 hours of classroom instruction in six months.
- Trained 600 employees in two custom mainframe patient-oriented applications, including managing classrooms, training trainers, creating class schedules, and creating materials on stringent timeline.

**CATAPULT TRAINING, INC.**, Bellevue, WA**1994 — 1995**

*Catapult Training was a national computer training firm purchased and operated as a wholly owned subsidiary of IBM; closed in 1999.*

**District Training Manager** (Jan 1994 — Jul 1995)

- Hired, trained, evaluated, and directed staff of 50 instructors in 14 classrooms in four locations. Managed training budget of \$1+ million and scheduled up to 25 events per day. Developed curriculum for MS Project 4.0, Database Modeling, and the Internet, used nationwide.
- Customized all nonstandard classes, approximately 40 events per month.

## ACCOMPLISHMENT:

- Automated paper scheduling system for 50 trainers in 14 classrooms in four locations by designing and implementing a scheduling tool in Excel. The tool provided instant visibility and allowed trainers' schedules to be solidified two weeks in advance. Double booking incidents dropped from 12% to 0.5%.

**EDUCATION & PROFESSIONAL DEVELOPMENT****EDUCATION****Master of Business Administration**

UNIVERSITY OF WASHINGTON, Seattle, WA

**Associate of Applied Science, Data Processing** (Minor: Accounting)

NORTH SEATTLE COMMUNITY COLLEGE, Seattle, WA

**SPECIALIZED TRAINING****PMI Seminar, Project Management for Software** — Los Angeles, CA**SQL 2000 for Developers (20 hours), Microsoft Seminar** — BCC, Seattle, WA**CERTIFICATION****Vocational Teaching Certificate**, State of Washington