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## **STRATEGIC VISION, MANAGEMENT TALENT, AND TECHNOLOGY EXPERTISE**

Innovative and effective leader with more than 15 years experience driving change and positively impacting business and clinical performance. Broad expertise in the development and management of advanced healthcare technology solutions. Uniquely able to use technology as a basis for achieving company operational efficiencies, creating and realizing market opportunities, and ensuring progress towards strategic goals. Skillfully align technology resources with enterprise objectives by applying a unique combination of management vision and talent, experience that spans both inpatient and outpatient environments, deep technology and industry insight, program and operations management expertise, high-level medical and engineering training, and the ability to engage and motivate all types of stakeholders. Established track record of building and strengthening organizations, successfully applying technologies for maximal benefit, creating and leading high performance teams, and cultivating profitable relationships with a variety of partners.

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Strategic Planning • Project Management • Operational Management • Business Development  
Clinical Information Systems • Infrastructure Design & Improvement • Multi-Site Operations • Technology Partnerships • Analytics • Interoperability • ROI Analysis • Benchmarking • Workflow Optimization • Biomedical Engineering • Product Development • Quality Metrics • Process Improvement • Healthcare IT

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## **PROFESSIONAL EXPERIENCE**

### **THE PORTLAND CLINIC, Portland, Oregon • Jul 2013-Oct 2014**

The Portland Clinic is a large and sophisticated multi-specialty practice group with 7 clinical facilities throughout the Portland metro area. It is an independent group partnered with many of the major health systems in the region, including being considered in-network for Kaiser Permanente NW. TPC delivered a wide range of primary, specialty, surgical, and ancillary healthcare services based on its own complete implementation of Epic.

#### **Chief Information Officer**

Responsible for healthcare technology implementation and management. Extensive operations and workflow planning due to the close relationship with the Epic EHR and other electronic systems. Provided the technology and analytics that allowed effective partnerships - as the leading partner in a collaborative of independent practices and with several large hospital-based systems. The effective delivery of multiple simultaneous technology projects allowed the company to pursue an aggressive HIT-fueled strategy to position itself favorably in the marketplace. I was able to create a relatively small high performing team that surprised larger organizations with what we were able to accomplish.

- Reversed IT and Epic staff turnover trends, stabilized and grew the team back towards industry and Epic Good Maintenance standards. Developed a combination of certified and credentialed staff to cover roles needed to support, train, and develop a wide range of Epic applications and features.
- Introduced program and project management to organize the spectrum of committed efforts. Stakeholder expectations were better balanced and communication improved using transparent program documentation, presentations, newsletters, and new online ticketing/tracking systems.
- Significantly improved operational and project budgeting. Revamped IT purchasing. Better visibility and tracking of IT expenditures allowed improved financial control and predictability. This also allowed direct comparison to a variety of external benchmarks.
- Developed analytics capabilities to support a wide range of operational, clinical quality, regulatory, compliance, and pay-for-performance reporting programs. Those results were delivered using dashboards, cubes, registry reports, online databases, and other traditional reporting toolsets. I am Epic-trained on their tools and data model. As an example of the impact, the custom high-risk coding (HCC) reports were key in improving provider performance, leading to well over \$1M increase in reimbursement as compared to the prior year.

- Facilitated close partnerships through development of advanced intraoperability technologies and workflows, including Epic CareEverywhere, eHealthExchange through Healtheway, and Direct messaging through the Surescripts HISP. Being effective and nimble in working with Epic and other partners, we were active in defining and trialing new referral and messaging capabilities.
- I had a large number of executing or completed projects that are likely to be relevant to your organization. These include ICD10, two-factor authentication, clinical data repositories, document management, online scheduling, in-office price estimation, e-visits/telephone visits, VOIP, OpenNotes, and MU/PQRS/CPCI.

**COLORADO SPRINGS HEALTH PARTNERS, Colorado Springs, Colorado • Jan 2009-Jun 2013**

Colorado Springs Health Partners was the largest independent multi-specialty practice group in Colorado with 12 clinical facilities throughout the Pikes Peak region. CSHP delivered a full range of primary and specialty healthcare services including laboratory, pharmacy, radiology, urgent care, skilled nursing, and ambulatory surgery. CSHP hospitalists provided services to two main systems (4 hospitals) and managed anywhere from 50% to 95% of admitted cases.

**Vice President of Information Technology & Chief Information Officer**

Responsible for all technology strategy, implementation, and management. Extensive operations responsibilities included provider and staff scheduling, communications, and patient access. As part of the executive leadership team, I researched and evaluated industry trends in order to define and execute company strategy. I had a transformational role in establishing best-practice systems and processes in order to drive company change towards efficient business and clinical operations based completely on electronic workflows.

- Transformed an old and failing assemblage of systems into a solid enterprise-grade high-performance integrated infrastructure that was leveraged to position the company as a leader in the new HIT-centric healthcare marketplace. Best-practices hardware and software implemented with minimal staffing and without exceeding median benchmarks for expenditure.
- Instrumental in the development of new clinical workflows to support a transformation towards a pay-for-value marketplace. Implemented advanced analytics capabilities that allowed the company to take an early leading position in payer contracting and that strengthened company value for strategic partnerships.
- Led the successful rollout of electronic health record (EHR) systems across our clinical departments and sites. Turned around a previously troubled project to the point where physicians were enthusiastic about this major clinical transformation. Improved provider and staff training, maximized reliability and performance, and provided optimized training and templates tailored to specific workflow needs.
- Took on the responsibility for a new 50-person call center with centralized primary and specialty care scheduling. Built a new VOIP call center system. Turned this operation around and dramatically improved call-handling metrics. This was achieved at a much lower cost than predicted, and allowed efficient consolidation of support services. Responsible for driving improvements in enterprise-wide staff and patient scheduling leading to 5-20% increases in provider productivity.
- Directly responsible for a number of highly successful pay for performance programs that brought in over \$1.5M for 2012. Including successfully driving first-year achievement of meaningful use - CSHP was the largest qualifying group of EPs in Colorado, making up approximately 15% of all successfully attesting EPs in the state.
- Designed and implemented a program to convert all radiology operations from film to digital. This program came in on-time and under-budget and the resulting benefits have exceeded those forecast in the ROI. Implemented some of the best modalities suites in the state, at a lower net lease cost, allowing this service line to continue to grow and compete favorably against any radiology operation in the market.
- Negotiated with telecom vendors to upgrade and unify fiber networking services across our 14 sites. Nearly ten times the speed at two thirds of the prior cost. This has allowed more efficient and consistent operating procedures across the entire company.
- Transformed two data centers so they now employ best practices in virtualization, BC/DR, and security. Implemented and leveraged technologies for reducing company data and operational risk.
- Designed and implemented new accounting, billing, and revenue cycle decision support systems. This has included major system upgrades, new reporting services, and conversion to new banking and financial environments.
- Revamped the Information Technology, EHR Applications, and Patient Service Center teams and the increased efficiency and enthusiasm allowed completion of a remarkable number of development and improvement projects. Established performance metrics and the comparisons to benchmarks indicated that these operations exceeded internal expectations and external standards.

**JNJ ASSOCIATES LLC, Centennial, Colorado • 2006-2009**

Joint consulting venture providing management consulting and technology solutions for a variety of healthcare vendor and provider organizations. JnJ Associates has two types of clients: those that want to optimize their use of technology and those that want to introduce or translate technology to healthcare.

**Partner & Consultant**

Responsible for business development and project management for healthcare IT and technology development segments. Identified potential clients, developed compelling business cases and project plans, and assured effective project execution. Examples of projects include:

- Strategic planning, technical design, and product management for a novel systems interconnectivity product – for an international telemedicine company
- Capital purchase evaluations, along with technology operations and development planning – for a mid-size multi-site clinical services company.
- Multi-site EMR systems integration and ETL for data warehousing and performance reporting – for a large national clinical services company.
- Strategy, business analysis, and product development planning for potential medical software applications – for a small start-up venture.
- Development and distribution of commercial software to improve imaging workflow – commercialize internal JnJ Associates toolsets.

**RADIOLOGY IMAGING ASSOCIATES, Englewood, Colorado • 2000-2006**

Provider of medical imaging and interventional services with more than 70 radiologists serving 9 major hospitals, 12 outpatient facilities, and other contracted sites throughout the region. Approximately 800,000 cases per year.

**Chief Technology Officer**

**Biomedical Engineer & Medical Physicist**

Spearheaded development of new clinical and information technologies that enabled rapid company growth. Led the development of a new enterprise-wide IT strategy that allowed the implementation of enterprise-grade infrastructures and the establishment of IT best practices operations. Analyzed market demand, industry trends, and available technologies to define profitable technology objectives in line with corporate mission. Oversaw infrastructure design and implementation, capital equipment projects, resource allocation, system performance, documentation, and IT staffing. Orchestrated all business and clinical IT activities, including multi-site WAN/LAN network; datacenter and servers; applications, workstations; voice and data services; help desk operations; imaging modalities; PACS, RIS, CAD, image processing/display, and transcription systems. Evaluated a wide range of new technologies for cost, feasibility, and revenue potential. Delivered training programs for staff and colleagues. Liaised with healthcare partners and technology vendors.

- Stimulated corporate growth through generation of a master Technology Strategic Plan approved by Board of Directors and involving broad changes to both information technology and organizational governance.
- Ensured business continuity and boosted network and workstation performance through redundant system research and design, improved system deployment/validation, centralized support, defined service level agreements, and updated system administration/security policies.
- Improved clinical quality by developing a quality-improvement program that included software and databases for obtaining and analyzing clinical case reviews; modality accreditations and recurring QA; protocol standardization and consistency across multiple sites; display system calibrations; automated image analysis and logging; and development of workflow/process metrics for use in six sigma analyses.
- Captured additional revenue streams and elevated firm's reputation by driving several women's health initiatives based on the latest imaging, interventional, and data-processing technologies. Management of this multiple-site project involved protocol definition, staff training, custom software development, cultivation of vendor partnerships, and integration with existing scheduling, data, reporting, and billing systems.
- Maximized ROI through selective adoption of new technologies, partnership-based equipment acquisition, and targeted introduction of expanded services.
- Accelerated communications between business areas and facilities through centralization/consolidation of numerous systems, including intranet distribution of clinical and business documentation, databases for customer and operational information, web-based staff scheduling, and helpdesk reporting and tracking.

**VETERANS ADMINISTRATION MEDICAL CENTER, UNIVERSITY OF NEW MEXICO SCHOOL OF MEDICINE, & NEW MEXICO INSTITUTE FOR NEUROIMAGING, Albuquerque, New Mexico • 1990-2000**

Regional VA, Air Force, and spinal injury facility affiliated with university teaching hospital. New Mexico Institute for Neuroimaging grew out of these institutions to become an industry leader and international referral center for clinical diagnostics and research, specializing in functional brain imaging using MRI, SPECT, and MEG.

**Research Health Scientist & Assistant Professor**

Recruited to serve joint appointment between VA and UNM and lead clinical research and technology development programs in medical imaging, image-guided surgery, data visualization, computational analysis, and information systems. Supervised researchers, staff, and graduate engineering and medical students. Taught upper division, graduate, and specialist courses in biomedical engineering. Conducted research to produce and measure clinically useful information from high-tech medical images. Developed high-performance networks and systems to transport and present that information wherever it added the most value for clinical decision making.

**MR Scientific Director (NMIN, 1995-1998)**

Co-founded and co-directed advanced clinical care and technology development center affiliated with Veterans Administration Medical Center, University of New Mexico School of Medicine, and Los Alamos National Labs. Orchestrated all research and development of MRI, MRS, fMRI, IGS, and visualization technologies. Produced profitable new tools and procedures, developed collaborative programs with industry partners, and established new clinical services using these tools for improved patient care. Designed and implemented one of the nation's first metro-scale Ethernet networks to support all UNMH/VAMC digital radiology clinical and research activities. Completed project at no cost to the Institute by partnering with USWest (Qwest) and Sandia National Laboratory.

- Architected IT infrastructure to support research, development, and clinical services objectives.
- Led development of several new clinical imaging technologies, including BOLD fMRI and multimodality image fusion. Co-authored ground-breaking book and developed one of first routine clinical fMRI services.
- Collaborated with vendors to produce commercial applications for image-guided surgery (IGS), building early prototypes, conducting feasibility and validation studies, and establishing routine IGS clinical service.
- Developed practical applications and underlying technologies for magnetoencephalography (MEG).
- Established initial facilities, collaborations, and operations for the MIND Institute. Project funded by large government grant based on successes of NMIN.

**EDUCATION**

UNIVERSITY OF CALIFORNIA, Davis, California

**Ph.D. in Biomedical Engineering**

Specializing in image processing and computer science.

UNIVERSITY OF OREGON, Eugene, Oregon

**B.S. in both Chemistry & Biology**

Specializing in biochemistry, physiology, and molecular biology.

**CERTIFICATIONS**

Project Management Professional (PMP)

Certified Professional in Healthcare Information and Management Systems (CPHIMS)

**PROFESSIONAL AFFILIATIONS**

Healthcare Information and Management Systems Society (HIMSS)

College of Healthcare Information Management Executives (CHIME)

Project Management Institute (PMI)

Biomedical Engineering Society (BMES)

Society for Imaging Informatics in Medicine (SIIM)

Institute of Electrical and Electronics Engineers (IEEE)

## SUMMARY

- Comprehensive understanding of all aspects of health technology management. PMP and CPHIMS certified.
- Uniquely able to deliver solutions throughout the spectrum spanning clinical practice and traditional IT.
- Experience across a range of inpatient and outpatient departments and systems, in environments ranging from stand-alone clinics to large multi-facility hospital organizations.
- Management experience, insight, and vision. Effectively defines goals appropriate for an organization and energizes and leads diverse groups of people towards achieving those goals.
- Experience includes IT and clinical operations management as well as strategic planning, project design, and program management. Able to produce optimal results relative to the available resources.
- Extensive expertise in the design, implementation, and management of distributed clinical and business information systems. Knowledgeable about IT best practices and able to integrate core IT with the rest of clinical technology.
- Technical abilities are complemented by extensive education and training in clinical science. Works effectively with stakeholders from all backgrounds to design and implement the most appropriate clinical informatics and workflow solutions.
- Extensive experience working with industry partners in the joint development, validation, and approval of new clinical commercial products.
- Possesses a wide variety of skills and experience, combining both versatility and effectiveness. Able to recognize and apply solutions from one situation to another, and readily identifies opportunities where these solutions do not currently exist.