**Paul A. Tibbits, M.D.**

Dr. Tibbits was inducted into Senior Executive Service in February 2004, appointed Deputy Chief Information Officer for Enterprise Development for Department of Veterans Affairs on 7 December 2006. – Jul 2010. He is currently the Deputy Chief Information Officer for Architecture, Strategy, and Design. Dr. Tibbits served in DoD as Director of the Business Management and Modernization Program and Transformation Support Office until September 2005, and stood up and served as Deputy Director of Military Health System Office of Transformation, representing Assistant Secretary of Defense (Health Affairs). Also while at VA, Dr. Tibbits served as the Chairman of the Transformation-21 Work Group to set in place the IT organization, processes, projects, and knowledge management tools necessary to prepare VA to operate in the 21st century.

Dr. Tibbits is an experienced senior executive leaderin change management, organizational development, managing global health IT systems, planning, problem-solving, metrics, outsourcing, contracts, finance, employee effectiveness, and customer satisfaction.

Dr. Tibbits served as Program Executive Officer of $400M Defense IT enterprise, with 18 yrs leading change management, process re-engineering, and IT initiatives supporting health care of 8.5M people, 50M visits, 1M admissions annually in Military Health System. He has developed strategic plans for technology insertion for global integrated delivery network; developed and implemented two worldwide medical record systems; restructured IT management, and regularly represented IT projects to highest DOD executives and Congress. He implemented first and largest change management and benefits realization program in DOD in support of largest medical IT program in DOD.

Dr. Tibbits developed life-cycle cost-benefits model and management approaches for $1.6B IT initiative, largest medical program in DOD. He initiated configuration control process for worldwide IT programs; developed Military Health System Strategic and IM/IT Plans; designed governance structure for senior executive management of process re-engineering and IT capital investment.

Dr. Tibbits led operational test and evaluation of largest DOD medical IT system in 14 military hospitals and associated clinics; led development of solutions to link user satisfaction with system performance and life-cycle cost.

Dr. Tibbits led IT operations for approximately 100 hospitals, 500 clinics, 100 data centers, networks, and 125,000 desktops; and implemented controls to manage total ownership costs.

Dr. Tibbits validated actual costs and benefits against life-cycle cost-benefit models for global IT initiatives; implemented performance metrics, resulting in reduction in cost of operations; developed test plans for MHS IT initiatives to measure performance & customer satisfaction; initiated measurement for clinical applications of customer satisfaction & engineering improvements; led data quality initiatives to eliminate duplicate patient records; and established the architecture for executive information system to improve data base synchronization and data quality.

Dr. Tibbits initiateddata management for health service research for 8.5M beneficiaries, to measure quality of health service data; initiated connectivity to the work-site, bringing health care to customer, keeping workers on job; led development of health service metrics for integrated delivery network; led development and use of first operational architecture for managed care based on process models of global integrated delivery network, enhancing systems interoperability, and eliminating redundant software development among programs.

Dr. Tibbits led negotiations for $900M IT contract to implement user-driven software design; and led negotiations for software, hardware, & communications for $200M/year project.

Dr. Tibbits developed short and long-term budgets for $400M IT operations; initiated health-service process, model-based program for financing IT programs, resulting in first significant increase in medical IT investment in the Defense Health Program.

**WORK HISTORY**

**Deputy Chief Information Officer for Enterprise Development, Department of Veterans Affairs Oct 2006 -date**

**Deputy Director, Military Health System Office of Transformation Oct 2005 – Sept 2006**

**Director, DoD Business Management and Modernization Program Feb 2004 - Sept 2005**

BMMP mission is to transform DoD business operations and establish the Business Enterprise Architecture.

**Principal and Founding Member, MAPA Ventures LLC 2001 – 2004**

Stood up MVLLC, beginning with 5 partners in Jan 2001, growing to 11 partners. MVLLC is a consultancy providing business development advice to clients.

**Lead Consultant, Presidential Task Force to Improve Health Care for Veterans, 2001 – 2003**

Served as lead consultant for information technology and veteran transition, to improve healthcare for veterans through greater VA - DoD collaboration.

**Captain, Medical Corps, US Navy, 1975-2001**

**Special Assistant for Program Integration, Nov 2000 – Jan 2001**

Mentored program managers; gained approval of $15M funding for medical combat support IT program; set program baseline for Federal initiative for interoperability among agency systems. Led MHS team in study of medical IT networks on all military bases worldwide.

**Program Executive Officer, MHS IT, 1998 – 2000**

Stood-up first Program Executive Office for IT in MHS, consolidating 8 program offices. Led IT operations worldwide for all military medical installations. Built long term IT budget (POM) for FY2002 based on HMO healthcare process to support the MHS.

**Commanding Officer, Navy Medical Information Management Center, CIO Navy Medicine, 1995 – 1998**

Led IT operations for Navy Medicine supporting all Navy hospitals, clinics, and fleet operations. Implemented most aggressive staff education & training program of any command in Navy Medicine.

**Deputy Executive Director, Defense Medical Information Management, 1993 – 1995**

Initiated regional TRICARE prototype, managed redesign of 37 health service processes, and initiated two health outcome management protocols. Led MHS data administration; managed standard MHS IT systems and legacy systems migration from 109 to 65; and initiated natural language processing prototype for MHS policy documents.

**Program Manager, worldwide Composite Health Care System, 1992 – 1993**

Managed $1.6B electronic medical record program for DOD. Gained executive approval from DOD & Congress for worldwide implementation to over 80 hospitals & clinics; and developed & implemented worldwide performance metrics & system performance optimization program.

**Deputy Executive Director, Defense Medical Systems Support Center, 1990 – 1992**

Managed all MHS IT programs, DEERS, and the global MHS communications network.

**PREVIOUS ASSIGNMENTS**

Director, Health Systems Evaluation, & Senior Analyst for Quality Assurance, 1986 - 1990. Developed the first test evaluation plan for a medical IT system in DOD; led testing of first and largest medical IT system in DOD. Co-chair, Committee for MHS Implementation of Diagnosis-Related Groups. Assistant Director, Cardiology, National Naval Medical Center, 1979 - 1986. Initiated invasive electrophysiology program at National Naval Medical Center. Fleet duty: Undersea Medicine & Industrial Hygiene, 1975 - 1979. Internist, Naval Support Activity, 1975.

**EDUCATION**

Doctor of Medicine, Tulane Medical School; B.S. Biology, Loyola University, New Orleans

Defense Acquisition Professional (DAWIA Level III) & Member, Navy Acquisition Corps

Board-certified in Internal Medicine & Cardiology; qualified in Undersea Medicine

**AFFILIATIONS**

Defense Systems Management College; American College of Physician Executives; Hospital Information Management Systems Society; American College of Cardiology; American College of Physicians; American Medical Association

**BOARDS: F**ormerNavy Mutual Aid Association

**PUBLICATIONS:** FormerAssociate Editor, American Journal of Cardiology

**HIGHEST AWARDS:** Defense Superior Service Medal (X 2); Legion of Merit