

Dr. Paul Tibbits

Deputy Chief Information Officer for Architecture, Strategy, and Design, Department of Veterans Affairs

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 leader in 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 initiated data 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.