



Tammy Foss

Program Management | PMO Leadership | ERP and Change Transformation | Strategic Operations

EXECUTIVE SUMMARY

- **Experienced** strategic program and Project Management Office leader guiding cross-functional teams through complex enterprise transformations across **technology, healthcare, pharmaceutical, marketing, and financial sectors**.
- **Proven** success managing multimillion-dollar portfolios (\$22M) through system implementations, process optimization, and organizational change with expertise in end-to-end project delivery, portfolio management, and governance of contracts, vendors, risk, quality, and financials.
- **Recognized** for building stakeholder trust, and aligning business objectives with change strategies, including gap analysis, roadmaps, communication and training planning, and sustainable adoption.
- **Skilled** operations and people leader with experience managing teams (13 direct reports), department budgets, forecasting, capacity planning, resource planning, OKRs, performance, and continuous process improvement.
- **Drives** project success across IS tools, systems, and operations; leads migrations, onboarding, and training initiatives; and excels in executive communication, presentation, and coaching.

CERTIFICATIONS

Project Management Professional, PMP, PMI - Project Management Certification, 2019

Lean Six Sigma Yellow Belt, LSSYB, Council Six Sigma, 2024

Scrum Master, CSM - Scrum Alliance, 2019

Change Manager, CCMP, ACMP - Change Management Certification, 2020 and Prosci Practitioner - Prosci, 2020

CORE COMPETENCIES

Program Leadership | PMO Governance | Business Technology Implementation | Organizational Change Management | Portfolio Oversight | Risk and Vendor Management | Process Improvement | Cloud and System Integrations | Stakeholder Engagement | Strategic Planning | Hybrid Waterfall and Agile Methodology | Cross Functional Leadership

EDUCATION

MBA Project Management - Indiana Wesleyan University, 2021

Graduate Certificate Organizational Behavior (with I/O Psychology) - Harvard University, 2020

BA Advertising Business Communications, Pepperdine University, 1996

TOOLS AND PLATFORMS

Project and Portfolio Tools: Jira, Asana, Smartsheet, Wrike, Mavenlink, Trello, ServiceNow

Business Technology Systems: Epic, Workday, NetSuite, Salesforce

Microsoft 365: Project, Teams, PowerPoint, Visio, Excel, SharePoint, CoPilot, Power Automate, Power BI

Communication tools: Slack, Zoom, Webex, Mailchimp, Teams

Creative and Web tools: WordPress, Adobe Creative Suite, AI Tools through use.ai

PROFESSIONAL EXPERIENCE

Senior Manager, Business Technology and Platforms, Consulting, 08/2025 - current

- Consulting to McKinstry Business Technology for Microsoft Dynamics, Procore, UKG, new systems rollout, managed and developed change impact assessment, organizational readiness analysis, training plans and production, internal communications planning and content creation, and ongoing stakeholder engagement.

Principal Senior Project Manager, IS PMO, Clinical Revenue Cycle, Providence Health, 10/2023 - 07/2025

- Technical program lead within the IS PMO for Epic Clinical Revenue Cycle, driving integrations and optimizations across ASAP, HB and PB Resolute, Prelude, Cadence, MyChart, Haiku, and third-party vendors including Instamed, Solventum, and Experian.
- Managed high-visibility projects in a highly regulated digital health environment (PHI, HIPAA), serving as primary point of contact for Group VPs and Executive Directors on Financial Advocacy, state compliance, and revenue cycle modernization workstreams.
- Directed end-to-end project delivery: scoping and discovery for parallel short-term (3-month) and long-term (1-year) initiatives; charter and schedule development; requirements management; and day-to-day coordination across Epic Analysts, AIP/Interfaces, Cybersecurity, Azure Cloud, Health Intelligence, IT/IS Support, Business Operations, Networking, Engineering, and IS Leadership.
- Owned project execution governance, including status meetings and executive updates, risk/issue and dependency management (RAID logs, SBARs), escalation management, triage of build/test issues, data migration, and UAT planning and coordination.
- Produced weekly executive and operational status reporting in multiple formats, ensuring clear visibility into scope, timelines, risks, and decision points for senior leadership across clinical, revenue cycle, and technology functions.

Senior Change Manager, Finance Transformation, University of Washington, 11/2022 - 07/2023

- Workday Financials Rollout (5-year initiative, 800 side-system remediation/retirement).
- Led day-to-day change management for the Workday rollout across six academic units (Arts and Sciences, Student Life, Housing and Food Services, Undergraduate Academic Affairs, Graduate School, Office of Minority Affairs and Diversity), partnering with 13 directors.
- Managed scope and schedule, status meetings, escalations, and data integration issue triage; assessed change impacts on processes and roles; analyzed survey data and delivered tailored recommendations; coached unit leaders and staff; and facilitated training, information sessions, and internal communications to support readiness and user adoption.

Senior Project Manager, Astellas Pharmaceutical, 06/2021 - 11/2022

- Led strategic projects across analytics, communications, real-world evidence, and transformation, overseeing 5 portfolios and more than 30 workstreams for executives in the U.S., Japan, and U.K.
- Global Intranet (35→1): Led consolidation program, including vision/charter, stakeholder analysis, vendor selection, UX research, and cross-functional IT/Comms/Knowledge Management coordination.

- M&A Cloud Integration (AIRM): Ran workshops to map current/future-state lab processes, authored charter, coordinated more than 15 stakeholders, and built communication plans for impacted users.
- Office 365 and SharePoint: Owned SharePoint redesign (scope, schedule, budget, migration, training) for 5 teams and 80-user division; led rollout of 12 Communities of Practice and served as Microsoft 365 advisor.
- Asana Adoption (AIA Division): Led onboarding, training, and comms; managed access and user support; defined requirements for ServiceNow PPM migration; increased adoption by 30% and trained Scrum teams.
- Real-World Data and Evidence Hub: Led 20-person team to develop disease-area cost models and build a searchable data hub; owned scope, schedule, and Agile ceremonies.
- Data and Analytics Culture Change: Delivered change and stakeholder impact assessments, co-led future-state workshops, and developed communication plans, calendars, playbooks, and content.
- Agile Training for Clinical Researchers: Designed and delivered Agile training and workshop materials tailored to clinical researchers.

Senior Program Manager, Marketing Data Platforms, Providence Health, 10/2019 - 10/2020

- Led the Patient Data Marketing Platform development and Customer Data Platform integration across Azure DevOps, IT Infrastructure, Health Intelligence, Data and Analytics, and Marketing from discovery through Release 1 and Release 2 planning.
- Directed 5 project leads and all associated workstreams; managed stakeholder register, activity tracking, DevOps tickets, schedules, and executive status reporting.
- Oversaw RedPoint Global and Healthways vendor relationships and scope, collaborated with data architects on requirements and process documentation, and served as the single point of contact for project escalations.

Director, Project Operations and Delivery, Learning and Development, MediaPRO, 05/2018 - 08/2019

- Boeing Client Success Management: Led 10 direct reports, owned the Boeing relationship, and oversaw resourcing, reporting, SOWs, estimates, pricing, budgets, utilization, QBRs, and RFP responses.
- Led cross functional teams including instructional design (ISD), technical writing (TW), development, and QA
- NetSuite Rollout & Operations Improvement (Tool Architect): Implemented NetSuite PPM and StarTeam/QA process improvements; redesigned templates and fields; migrated time tracking and SOW workflows; integrated NetSuite with Boeing reporting; trained teams on new processes.
- Training Content Development: Managed web-based and instructor-led training projects for Boeing LLOC, directing \$4.5M in billings; oversaw SOW intake, estimates, resourcing, and project health reporting as primary procurement contact.

Director, Agency Operations, Business Technology Platforms, Yesler B2B Marketing, 07/2015 - 03/2018

- Led \$24M agency-wide change management for a new project management information system; identified process and organizational gaps, recommended redesigns, and managed stakeholder assessments, communications, and training.
- Directed database integration requirements and implementation; redesigned Salesforce contract templates and Intacct time-tracking modules; trained end users.

- Led procurement, pilot, and rollout of Mavenlink ERP, improving estimating, forecasting, reporting, resourcing, scheduling, and pricing models while coordinating cross-functional systems workstreams.

Senior Program Manager, Data Platforms and Digital Content, Oracle Marketing, 09/2012 - 05/2014

- Managed project planning and delivery of \$5.5 million in digital content development and platform subscription services for multiple clients collaborating with cross-functional staff of designers, developers, writers, and platform architects.
- Managed campaign strategy execution for dynamic loyalty programs, transactional programs, and retention programs.
- Advised the customer to migrate away from an archaic, out of date, unbranded, non-personalized IT-focused solution. Managed the ideation, design and build of a personalized-CRM focused transactional email program with hundreds of personalized digital modules using data integration, dynamic creative, and cross sell messaging, increasing revenue for Oracle from \$48,000 to \$760,000 over 2 years.

Director, Studio Project Management, Impact Creative Studio, Wunderman, 09/2007 - 08/2012

- Reporting to the Executive Director, managed 10 direct reports. Directed the delivery excellence, status, and billing for the entire team's \$6.5 million/year.
- Led the department over 5 years through scalable process changes, including documentation, communications and training.
- Managed all estimate approvals, WIP reporting, resource balancing, studio scheduling, studio engagement, process evolution, documentation, and governance.

KEYWORDS AND DOMAIN EXPERTISE

Health Tech | ERP Implementation | Epic Optimizations | Project Governance | Workday Financials | Microsoft Dynamics | PMO Governance | Organizational Change | Cloud Migration | Portfolio Management | Business Process Optimization | Risk & Compliance | Vendor Management | System Integrations | Stakeholder Engagement | Roadmaps | UAT | RAID | Forecasting | Resource Planning | Team Management | Cross Functional | Matrix Environment | Start Ups | Cross Cultural

INDUSTRIES

Healthcare Technology, Financial Technology, SaaS Technology, Pharmaceutical Data, Information Services, Adult Learning, Branding and Marketing, Professional Services,

METHODOLOGIES

Agile, Scrum, Waterfall, Hybrid Delivery, Prosci ADKAR, Lean Six Sigma

VENDOR PARTNERS and CLIENTS

Experian, Solventum, Healthways, RedPoint Global, Microsoft, Verizon, TMobile, AT&T, Sees Candies, Nature's Made, McKinstry, Alaska Airlines, Storm Basketball, Seawolves Rugby, Wells Fargo, Bank of America, University of Washington Athletics