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EXECUTIVE HHS LEADER and CHANGE AGENT

Program and Project Management ♦ Strategic Planning and Leadership ♦ Change Management
Business Process Reengineering ♦ Omni-Channel Customer Service Solutions ♦ Data Analytics
Performance Management ♦ Technology Requirements Discovery and Definition
Leadership Development ♦ Federal, State and Local Health and Human Services Policy
Budget Management and Contract Compliance ♦ Labor Relations ♦ Bilingual in English and Spanish

EDUCATION

- ♦ **Master of Public Administration (MPA)**, Ohio University, Athens, OH
- ♦ **Project Management Professional (PMP) Certification**, Project Management Institute (PMI)
- ♦ **Bachelor of Arts (BA)**, Grace College, Winona Lake, IN
- ♦ **Leadership Columbus – Signature Program**, Class of 2017

PROFESSIONAL EXPERIENCE

Clarity Solutions Group LLC

June, 2020 - Present

Principal

- ♦ Advance clients' Health and Human Service (HHS) missions through a unique blend of expertise, experience, and skills, including
 - Current State Analysis
 - Future State Vision-Casting, including both functional and technical requirements definition
 - Transformation Roadmap Development
 - Organizational Change Management
 - Procurement Support
 - Implementation and Vendor Oversight
- ♦ Consult and advise on a variety of HHS change initiatives including
 - Consumer Engagement Technologies
 - Performance and Data Management Solutions
 - Document Management and Workflow Solutions
 - Remote Work Capabilities
 - Business Process Optimization
 - Integrated Eligibility Systems



- ◆ Provide mission-critical project and program management to implement identified solutions
- ◆ Key Projects include
 - Cuyahoga County (OH) Department of Job and Family Services – Development and Implementation of a plan to create a permanent Remote Work Environment coming out of the COVID-19 Pandemic
 - Dakota County (MN) Employment & Economic Assistance – Design of Future State, and Development of an RFP for a new IVR and Contact Center to support Medicaid, SNAP, TANF, and Child Care programs
 - Franklin County (OH) – Design, Development, and Implementation of a new, integrated services program across multiple County HHS agencies and service providers
 - Mecklenburg County (NC) – Current State Contact Center Technology Assessment of five (5) HHS contact centers, along with recommendations for the Future State of an Integrated HHS Contact Center
 - Ohio Department of Job and Family Services – Requirements Analysis, Selection, and Implementation, of a new Workforce Management solution for the Unemployment Contact Center
 - Ohio Department of Job and Family Services – Oversight of improvements to Statewide Contact Center, including Stakeholder Engagement with three (3) State Agencies, 88 Counties, and at least four (4) vendor groups

Ohio Department of Administrative Services

October, 2016 – May, 2020

Program Manager - Ohio Benefits Enterprise Contact Center

- ◆ Responsible for functional design and implementation of Enterprise Contact Center to support the delivery and administration of Medicaid, Food, and Cash assistance programs across all 88 county departments of Job and Family Services
- ◆ Facilitated collaborative design and visioning with the Ohio Departments of Medicaid, Job and Family Services, and Administrative Services, as well as Ohio counties
- ◆ Created standardized business processes and consumer experience through a virtualized, statewide enterprise contact center that handles over 2.2 million calls per year
- ◆ Provided program, policy and technical leadership for a team of consultants and state staff
- ◆ Provided technical assistance and change management support to Ohio’s large, metro counties
- ◆ Led multiple phases of self-service IVR functionality design and implementation
- ◆ Oversaw data extracts from multiple eligibility systems for improved public assistance service delivery
- ◆ Designed and implemented proactive outbound campaigns via voice and SMS for Ohio’s approximately 3 million public assistance consumers
- ◆ Incorporated Computer-Telephony Integration (CTI) to “screen pop” caller data to agents for more efficient call handling and consumer experience
- ◆ Implemented and managed Workforce Management solution across the enterprise
- ◆ Created and maintained contact center dashboard for data visualization and effective management



Erie County (New York) Department of Social Services

September, 2019 – May, 2020

Program Manager - Erie County SNAP Redesign Project

- ◆ Led the design and implementation of multiple changes to Erie County's SNAP delivery process
- ◆ Oversaw custom build a new CRM, built on MS Dynamics, to facilitate and capture information from interactive interviews
- ◆ Designed and managed configuration of inbound IVR functionality, call flows and queuing
- ◆ Integrated solution with OnBase for record management and forms creation
- ◆ Ensured appropriate data transfers and integration across all platforms
- ◆ Supported change management efforts with staff at multiple levels of the agency

Franklin County Dept. of Job and Family Services – Columbus, OH

June, 2010 – October, 2016

Chief Operating Officer, 05/2016 – 10/2016

- ◆ Provided direct leadership and oversight of 525 staff serving over 300,000 Franklin County residents through Ohio's Public Assistance programs:
 - Medicaid
 - SNAP (Food Assistance)
 - TANF (Cash Assistance and Workforce Development)
 - Publicly Funded Child Care
- ◆ Oversaw the agency's Information Technology department
- ◆ Initiated and led strategic initiatives and business plans through the agency's Project Management Office
- ◆ Responsible and accountable for operational standards and outcomes
- ◆ Represented the agency on numerous local and statewide workgroups
- ◆ Collaborated with key partners and stakeholders to enhance transactional interactions and create transformational change in customers' lives

Assistant Director, 05/2015 – 04/2016

- ◆ Responsible for four core program areas within the agency, totaling over 225 staff:
 - Specialized Medicaid Services: Eligibility for Nursing Home and Waiver services and satellite case management services (including partnerships with all four of Central Ohio's major hospital systems)
 - Customer Service: Call Center, Centralized Document Scanning, Agency Ombudsmen and Community Partner relations
 - Workforce Development: TANF cash assistance eligibility, Work Participation and Food



Assistance Work Activities

- Child Care: Eligibility for Publicly Funded Child Care (PFCC) and licensing inspections for Type B Home Providers
- ◆ Served as agency lead on assigned Celebrate One (Greater Columbus Infant Mortality Task Force) activities

Deputy Director of Customer Service, 07/2014 – 04/2015

- ◆ Responsible for agency's Call Center, Online Processing Units and Long-Term Care Medicaid Department, totaling approximately 150 staff
- ◆ Implemented a First Contact Resolution program in the agency's contact center to improve customer resolution and satisfaction
- ◆ Expanded satellite case management services to Mount Carmel Health System, Central Ohio Area Agency on Aging and Columbus Public Health
- ◆ Achieved and exceeded compliance with many state and federally mandated measures
- ◆ Collaborated with key community partners through affinity relationships for prioritized case processing

Deputy Director of Policy, 01/2014 – 06/2014

- ◆ Led the FCDJFS Policy Team, responsible for the agency's policy information network
- ◆ Researched federal and state policy and prepared scheduled and ad-hoc policy briefings, as well as organizational recommendations
- ◆ Participated in lobbying events with State Senators and Representatives regarding Ohio Human Services policy
- ◆ Managed the accomplishment of Key Performance Indicators through the agency's Performance Center
- ◆ Supported the Agency Director in day-to-day project and policy initiatives
- ◆ Developed and maintained agency plans and policies
- ◆ Provided in-depth analysis of the federal budget and 2014 Ohio Mid-Biennium Review
- ◆ Oversaw the development and publication of the agency's 2013 Annual Report

Deputy Director of Workforce Development, 10/2011 – 12/2013

- ◆ Managed the agency's Workforce Development Department with 45 total staff and 7 direct reports
- ◆ Raised agency's TANF Work Participation Rate by over 100%, from 26.45% to 53.25%
- ◆ Implemented the OWF Center, an enterprise-wide project to improve the agency's federally mandated TANF Work Participation Rate



- ◆ Reengineered all department processes for streamlined and integrated performance
- ◆ Developed performance management system
- ◆ Integrated contracted services, totaling over \$5 million, for the comprehensive management of the Work Experience Program

Management Analyst 2, 06/2011 – 10/2011

- ◆ Reported to Agency Director in support of day-to-day activities as well as key projects
- ◆ Developed and implemented project plans for an OWF Center to improve the agency's Work Participation Rate
- ◆ Developed and implemented project plans for a Customer Access Center for streamlined and improved customer service
- ◆ Coordinated with Agency Director and Executives on the development and implementation of the agency's multi-year Strategic Plan
- ◆ Applied project management principles to multiple business transformation projects
- ◆ Designed and developed methods to track statistical information and evaluate performance of key programs
- ◆ Represented the Director on internal and external workgroups and committees

Social Program Developer, 06/2010 – 06/2011

- ◆ Managed 13 social service contracts, worth over \$3.7 million, serving the county's immigrant and refugee population
- ◆ Coordinated with key stakeholders across the agency to ensure culturally competent service delivery
- ◆ Organized data collection and analysis to inform agency and department decisions
- ◆ Prepared and maintained relevant records, statistical charts and reports
- ◆ Developed and implemented plans to increase collaboration between service providers
- ◆ Monitored compliance with contracted services and program outcomes
- ◆ Provided technical assistance and consultation to agency providers and other community partners
- ◆ Completed additional project management assignments for agency Director as requested

Community Refugee and Immigration Services – Columbus, OH October, 2006 – October, 2009

Employability Services & ESOL Program Manager, 10/2007-10/2009

- ◆ Recruited, hired and managed a diverse team of 15 employees, 2 interns and multiple volunteers
- ◆ Managed an employment program for hundreds of newly arrived refugees and immigrants
- ◆ Directed an ESOL program with over 200 students in 13 classes around Franklin County
- ◆ Built an MS Access database to facilitate collection, analysis and reporting of program data



- ◆ Maintained relationships with over one hundred area businesses for refugee employment and retention
- ◆ Composed and administered yearly budgets in excess of \$600,000

Employment Counselor/Instructor, 10/2006-10/2007

- ◆ Provided personalized job search preparation to clients with limited English proficiency
- ◆ Developed and placed clients in self-sustaining employment opportunities
- ◆ Communicated frequently with clients and employers to facilitate job retention
- ◆ Designed, implemented, and taught a basic job skills class for newly arrived refugees

TecnoVet – Venado Tuerto, Argentina

September, 2005 – July, 2006

Inventory Control Manager

- ◆ Instituted and managed the inventory control system and exchange across 7 branches
- ◆ Created reports detailing the company's inventory control
- ◆ Tracked usage of company vehicles and conducted cost analysis
- ◆ Constructed and utilized Excel spreadsheets for financial records, sales, and projections

