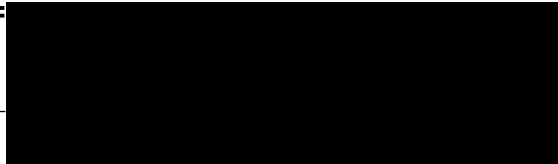


Committee on Energy and Commerce
U.S. House of Representatives

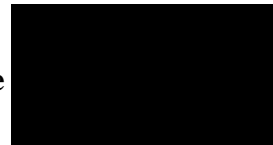
Witness Disclosure Requirement - "Truth in Testimony"
Required by House Rule XI, Clause 2(g)(5)

1. Your Name: Cletis Earle		
2. Your Title: Chief Information Officer, Kaleida Health		
3. The Entity(ies) You are Representing: College of Healthcare Information Management Executives (CHIME)		
4. Are you testifying on behalf of the Federal, or a State or local government entity?	Yes	No x
5. Please list any Federal grants or contracts, or contracts or payments originating with a foreign government, that you or the entity(ies) you represent have received on or after January 1, 2015. Only grants, contracts, or payments related to the subject matter of the hearing must be listed. N/A		
6. Please attach your curriculum vitae to your completed disclosure form.		

Signature: _____



Date _____



Cletis Earle

Professional Summary

As the Vice President and Chief Information Officer, the role is to provide vision and leadership for developing and implementing information technology initiatives. Result driven innovative Information Technology executive who managed a multi-site hospital system. Focused to ensure the technology requirements of the multiple hospitals, overseen and met the constantly changing demands within the healthcare environment. Delivering empowered leadership skills through an unmatched work ethic and technical strategic thinking to a rapidly evolving healthcare industry. Responsibilities included all aspects of the organization's information technology, communication systems and Decision Support needs.

Areas of Expertise

Strategic Planning
New System Implementation & Expansion
Management Development & Leadership
Labor Management/Workforce Development

Revenue Cycle and Profit Growth
Performance & Productivity Improvement
System Architect
Technology Controls & Regulations

Professional Experience

Kaleida Health- Buffalo, NY **Vice President & Chief Information Officer**

2016 –Present

Lead the Kaleida Health in all planning and implementing of enterprise information systems to enable effective business operations and enhance value to our customers. As a member of Kaleida's Management Team, we partner on organization-wide strategic initiatives.

- Perform as a Kaleida Health thought leader on designing IT systems and platforms. Continually facilitates IT process and system design for solutions that advance the organizations strategic objectives. Collaborate with the IT team and Executive management teams to formalize long-term IT strategy and implementation plans. Stays current and continually evaluates new technology solutions to address business needs.
- Ensures the efficacy of system and data security enterprise wide, including compliance with HIPPA, PCI, and other relevant best practices. Leads IT planning and monitoring activities related to data breach and disaster preparedness.
- Organizes and leads a team responsible for designing, maintaining and trouble-shooting multiple systems and platforms. This includes overall IT EMR, infrastructure, CRM software, data warehouse, web presence, intranet, business operations tools, meeting and collaboration resources, and the integration of interactive communications platforms.
- Ensures that the organization patients, physicians, employees, and key stakeholders- have the benefit of and confidence in a modern, reliable and cost-effective network of systems, applications, and platforms. Builds and maintains a team of talented, high-performing IT professionals.
- Effectively manages resources and relationships, internally and externally, to accomplish goals. This includes providing clear and consistent communication, being attentive to training and development needs, developing and maintaining IT policies and practice leadership, operating with absolute integrity and consistently prioritizing the Health System's mission, vision and values.

St. Luke's Cornwall Hospital- Newburgh/Cornwall, NY **Vice President & Chief Information Officer**

2011 – October 2015

Provide technological vision and leadership of all information systems initiatives for St. Luke's Cornwall Hospital. Developed and implemented organizational strategies and deployed technology initiatives that support organizational objectives that align with the health system's mission, values and goals.

- Served as a key member of the senior leadership team and contribute broadly at the executive leadership level. Educated and work collaboratively with all members of the executive management team in order to facilitate the organization's Strategic Plan.
- As the Executive Champion for the organizations Labor Management workforce development program, I helped save the organization \$6.4 million by using Premier Inc. to implement the Operation Advisor Labor Management solution and develop productivity measurement with benchmarking standards. The program allowed the organization to confidently compare operational performance against peers and national benchmarks, identify attainable performance improvement opportunities to reduce labor expenses.
- Provided strategic and tactical planning, development, evaluation and coordination of the information and technology systems for St. Luke's Cornwall Hospital.
- Participated in overall business planning, bringing current and future knowledge of technology and systems as applied to the enterprise's competitive position.
- Developed appropriate governance structure and management processes for prioritization and resolving resource conflicts related to competing IT related projects.
- Managed, mentored, developed, recruited, and retained a proactive, service-oriented team of approximately 50 IT resources. Foster an environment that promotes professional growth and staff development through effective leadership and education.
- Drive change and adoption of new systems that will result in the achievement of an integrated electronic medical record.
- Effectively managed IT vendor relationships and foster a strong partnership and strategic alignment.
- Maximized the effectiveness of installed systems and lead the assessment, evaluation, and implementation of new systems as appropriate.
- Developed and maintained relevant departmental policies, procedures, objectives, quality assurance programs, and safety practices to assure compliance with all necessary rules, regulations, and standards pertaining to system operations and ensuring information and data integrity of the organization.
- Planned, directed, and authorized IT capital and operational budgets of \$17 million in collaboration with the Executive Team.
- Actively participated in healthcare information exchange initiatives.
- Stay current and knowledgeable regarding advances with technology in the industry including maintaining an expert understanding of government initiatives such as meaningful use and the HITECH Act.
- Identified and implemented a new time management process within the organization that reduced unnecessary overtime across the system by \$1.2 million annually.
- IT Executive Lead for Hudson Health Partner's, a seven hospital consolidated services system. Efforts include integrating disparate technology systems to form regional quality and cost saving advantages.
- Greater Newburgh Partnership IT Executive helping transform the city of Newburgh into a connected IT Smart City by coordinating efforts of public/private vendors and business to establish a mesh network and create an integrated secure infrastructure to share wireless high speed network resources between partners and municipalities (Police, Fire, Ambulance, Sanitation and Transportation) and also provide the community free internet access to ease the digital divide among economically distressed areas.
- Developed a readmission avoidance pilot program targeting chronic heart failure patients by utilizing new FDA approved mobile phone heart EKG technology that offers near real-time telehealth monitoring for our participating Cardiology physicians resulting in a 5% readmission reduction outcome.

- Served as the IT lead and technology facilitator for several regional Population Health initiatives which included the Hudson Valley Population Health, Pharmacy, and Asthma coalitions.
- Successfully upgraded the hospital's IT infrastructure and processes from a HIMSS Analytics EMRAM stage 1.4 to 6.
- Delivery System Reform Incentive Payment New York State Medicaid Redesign IT Committee member for the Westchester Medical Center and Montefiore Hospital Performing Provider Systems.
- Implemented local Health Information Exchange to share data between hospital and sub-acute care facilities in order to share essential patient data to providers and payers in order to facilitate the appropriate continuity of care throughout the region.

Brooklyn Queens Health Care Inc., Brooklyn, NY
(Wyckoff Heights Medical Center, Mary Immaculate Hospital, St. John's Hospital)

A Major Metropolitan Urban Acute Care Multi-Site 1000 bed Healthcare System with a remote Centralized Business Office and 35 clinics.

Chief Information Officer/ Vice President/ Privacy Officer

2005 – 2011

Lead IT strategic and operational planning to achieve business goals through fostering innovation, prioritizing IT initiatives, and coordinating the evaluation, deployment, and management of current and future IT systems across the organization. Developed and executed three-tiered information systems rebuilding action plan, and committed to current systems stabilization and enhancement, while launching a \$12 Million ERP systems development initiative, which supports long-term business plans of the enterprise. Report to the Chief Executive Officer and provides quarterly Information Technology strategic initiatives to the Board of Trustees. Directly responsible for 85 employees with an IT operational budget of \$18 Million and a capital budget of approximately \$9 Million. Implemented sound Project Management and System Development Methodology controls that have enabled three key and "highly-visible multi-million dollar projects, to be delivered in a timely and efficient implementation schedule. Other key achievements:

- Successfully implemented a Certified Health Information Technology system in accordance to the Certification Commission for Healthcare Information Technology standards.
- Participate in strategic and operational governance processes of the business organization, as a member of the Senior Management Team and Services Advisory Board. Provide oversight and direction on short and long term planning related to the IS functions and overall management of all three hospitals systems.
- Developed and maintains the Information Technology Strategic plan in accordance to the organization's Strategic plan by incorporating buy-in from key business stakeholders throughout the different business units.
- Executed the implementation of a Clinical Physician Order Entry system in both the inpatient and outpatient settings.
- Develop, review and approve IS capital and operational budgets in coordination with the CFO.
- Created new detailed real-time DRG and productive and non-productive FTE analysis tools for Senior Executives which enable them to make expeditious business decisions.
- Works with legal counsel and management, key departments, and committees to ensure the organization has and maintains appropriate privacy and confidentiality consent, authorization forms, and information notices and materials reflecting current organization and legal practices and requirements.
- Maintains strict budgetary guidelines to ensure the conversion from one Health Care Information System (HCIS) (Siemens Invision) to an existing HCIS (Meditech), is completed within budget in a 4 month timeframe.
- Enhanced company's revenue flow by \$3 Million by helping to overhaul the charge capturing process and help automate manual workflows by initiating a streamlined approach to generating bills quicker and bring down receivables from 105 days to 60 days.
- Aggressively negotiate all vendor contracts to increase service levels and reduce costs by \$3.8M.
- Develop business case justifications and cost/benefit analysis for IT spending and initiatives.
- Consult with executive management regarding business and systems requirements for new technology implementations including risk assessment.
- Partner with industry executives and leaders to ensure technology solutions implemented are best in class and follow best practices within the healthcare industry.
- Ensure IT system operation adheres to applicable laws including JCAHO and HIPAA regulations. Define and communicate corporate plans, policies, and standards to the organization for acquiring, implementing, and operating IT systems.
- Collaborate with hospital committees including but not limited to, the Physician's, Medical and Administrative Councils.
- Direct development and execution of an enterprise-wide disaster recovery and business continuity plan.
- Review hardware and software acquisition and maintenance contracts and pursue master agreements to capitalize on economies of scale.

- Promote and oversee managing relationships between external entities, including government, vendors, and partner organizations.
- Establish clearly defined job responsibilities and objectives by creating achievable promotion schemes.
- Restructure all IT functional areas while motivating and training staff through hands-on leadership.
- Build solid bridges of communication between the IT department and the user community through reducing the number of "Open" support calls by 78% through the implementation of "root-cause" analysis and mitigation processes.
- Through negotiations and bill reviews, discounts and cash incentives were put into effect in order to reduce the company's overall telephone payables by 65% for an annual total savings of \$350K.
- Enhanced internal network system performance by more than 20% through systems and architecture upgrades.
- Ensure the right tools are in place and utilized to effectively support project communication, planning, execution and delivery.

Director of Information Technology

2000 – 2005

Established and deployed long-term strategic plans for acquiring and enabling efficient and cost-effective information processing and communication technologies.

- Re-engineered applications support to ensure it aligns with business processes, tactical planning, and strategic vision.
- Defined and communicated project milestones, service level agreements, and resource allocation to executive teams, department leads, support staff, and end users.
- Developed and reviewed budgets for IT department divisions and ensured they comply with stated goals, guidelines, and objectives.
- Reviewed performance of IT systems to determine operating costs, productivity levels, and upgrade requirements.
- Developed bid requirements for all hardware and software upgrades, reviewed submitted bids for compliance with stated requirements, and made the appropriate award.
- Developed business case justifications and cost benefit analyses for IT initiatives and spending.
- Oversee recruitment, development, retention, and organization of all IT staff in accordance with corporate budgetary objectives and personnel policies.
- Directed provisions of end-user services, including help desk and technical support services.
- Managed IT staffing, including recruitment, supervision, scheduling, development, evaluation, and disciplinary actions.
- Supervised negotiation and administration of vendor, outsourcer, and consultant contracts and service agreements.
- Creation of a "common sense" vulnerability assessment program that more than paid for itself by resulting in a profit from recovered operational costs.
- Development and implementation of processes for detecting, identifying and analyzing security related events.
- Development of response and recovery plans including organizing, training and equipping teams.
- Establishment and use of metrics to monitor the success of information security controls.
- Conducting education for executive management, physicians, clinical and IT staff.
- Instills disciplined project management techniques and tools to drive multiple projects and monitor results across the organization.

Support Manager

1998 – 2000

Responsible for supporting all of the Desktop Support and Project Management initiatives at the hospital. Tasks encouraged creation of relationships that enabled the department to effectively resolve problems from an enterprise perspective.

- Successfully implemented the ADP Etime Labor Management System.
- Implemented the configuration of over five hundred Dell desktops and laptop systems running Windows 2000 workstation for a Windows NT and Novell Intranet-ware 5 backbones.
- Assessed the educational needs of Information Systems staff and users, and developed training programs to meet those needs.
- Created extensive Local Area Networking using T1 and Fiber Optic Technology to connect all offices, and established facility-wide E-Mail systems.
- Implemented facility Asset Management/Inventory Control System to fully integrate and capitalize on existing resources.
- Initiated and developed in-house training that enabled timely and cost-effective delivery of end-user training

Education, Associations, Activities, Awards

Education

BA, Psychology, College of New Rochelle, New Rochelle, NY
MS, Information Systems, Strayer University, Washington DC

1995

2007

ASSOCIATIONS

Member of the College of Healthcare Information Management Executives
Member of the Healthcare Information and Management Systems Society
Member of the Society for Information Management

ACTIVITIES

College of Health Information Management Executives, Board Trustee
Boys & Girls Club of Newburgh, Board Trustee
Newburgh Armory Unity Center, Board Trustee
CHIME New York State CIO Coordinator
S&I Framework/Patient Matching and esMD/Doctor Matching Committee member
THINC RHIO IT Committee Member
GNYHA and HANYS IT Committee Member
NYS CORE Committee Member
Hudson Valley Care Transition Coalition Technology Committee Chairman
Delivery System Reform Incentive Payment Technology Committee Member
Hudson Valley PAC Committee Member

Awards

2015 Most Wired Hospital Innovation Award
2014 and 2015 Most Wired Hospital Award
HIMSS Analytics Stage 6