

Jeffrey W. Reininga... NAVIGATING COMPLEXITY, DELIVERING EXCELLENCE

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Strategy Delivery Executive | Trusted Advisor to C-suite and operational leaders. Expert in transforming strategic visions into tangible outcomes and maximizing ROI. Demonstrates organizational agility and strategic stakeholder engagement to secure buy-in at all levels. An effective communicator and leader, skilled at assembling and mentoring high-performing teams to deliver leap ahead business results. Advocates for a culture of continuous planning, meticulous analysis, and consistent use of change management techniques for benefit realization and retention. Specific expertise in:

- **Business Transformations:** UnityPoint Health System Sustainability (\$560+M). Aviva USA (\$15M Agency Services Transformation). Innovation Refunds Operational Scaling & Sales Transformation (\$1B)
- **Technology Modernizations:** Principal Financial Group General Ledger Conversion to PeopleSoft Financials (\$119M). Athene Financial Group Policy Administration to Accenture ALIP (\$20M). Wellmark Blue Cross/Blue Shield Commission & Agency Management to Trilogy DCM (\$10M).
- **Merger & Acquisition Integrations:** Integrated Peoria Methodist into UnityPoint Health (\$15M). Integrated Meriter Madison into UnityPoint Health (\$8M). Farm Bureau Merger of Kansas and Nebraska to Iowa (\$10M). Norwest Mortgage & Wells Fargo Merger (\$12M)
- **Enterprise Program Management Offices:** Established, modernized and or grew Program/Project Delivery offices at Health Quality Innovators, Innovation Refunds, UnityPoint Health and Global Atlantic Financial Group.
- **Financial Regulatory Compliance:** Successfully helped Wells Fargo comply with a federal consent order by building an audit process for the Consumer Financial Protection Bureau (CFPB) and Federal Reserve Bank.

Competencies that Blend Strategy and Delivery to Create Business Success

▪ Strategic Planning and Execution	▪ Strategy Delivery Office	▪ Cross-Functional Teams
▪ Business Transformation	▪ Sales Operations	▪ Staff/Cost Optimization and Reduction
▪ Change Management	▪ Vendor Selection and Management	▪ Process Mapping & Improvement
▪ Regulatory Compliance	▪ Regulatory and Audit Processes	▪ Customer Journey
▪ Project and Program Management	▪ Startup Scaling	▪ Management Consulting
▪ Stakeholder Engagement	▪ Capacity Planning	
▪ Operational Excellence		
▪ EPPO PMO		

Orchestrating Comprehensive Business Transformations to Achieve Mission-Critical Goals

Strategic Implementations, Des Moines, IA

2003 – Present

CHIEF EXECUTIVE OFFICER | STRATEGIC ADVISOR
Principal Consultant and CEO of a management consulting firm, leading business transformations, technology modernizations, M&A Integrations and deployment of EPPO/EPPO/Strategy Delivery Offices in financial services and healthcare. Successfully executed the most critical projects for various clients, highlighting leadership and expertise in strategic planning, change management, and regulatory compliance.

Selected Engagements and Transformations:

- **Health Quality Innovators:** Deploying an Enterprise Project Portfolio Office to double the annual revenue on their portfolio of work from The Centers for Medicare & Medicaid.
- **Athene:** Directed a critical policy administration system conversion, ensuring seamless transition and operational continuity across legacy and new platforms, resulting in the retirement of old legacy systems (\$20M).
- **Wells Fargo:** Led the strategic implementation of the Customer Complaints Program for Community Banking and Virtual Channels (265,000 employees). Developed an audit process for program release and trained other Release Managers on data capture for compliance with consent order requirements. Collaborated daily with Complaints Program Executive Leaders, Internal Audit, external auditors and stakeholders in the Consumer Financial Protection Bureau.

- **Cetera Financial Group:** Led Client Servicing functionality releases as part of the organization's Agile methodology adoption, resulting in a 40% decrease in processing times.
- **Global Atlantic Financial Group:** Spearheaded a comprehensive audit and remediation of Global Atlantic Financial Group's transition to a third-party administrator in partnership with Ernst & Young, ensuring compliance with requirements from 34 different Insurance Commissioner's.
- **Principal Financial Group:** Program Management team for GL Replacement Program (\$119M), facilitating the company's transition from a mutual to a stock company, resulting in a 50% reduction in financial reporting cycle times.
- **Iowa Farm Bureau:** Led two projects (\$10M) as part of the IT systems merger for Nebraska and Kansas Farm Bureau.
- **Aviva USA:** Developed a roadmap for Agency Transformation (\$15M), retiring two commission systems as a proof of concept.

Innovation Refunds, Des Moines, IA**SENIOR DIRECTOR, STRATEGY DELIVERY**

2022 – 2023

Engaged initially as a consultant for a high-growth startup focused on the Employee Retention Credit to set up an Enterprise Project Management Office. Demonstrated the value of structured project and change management processes, later spearheading strategic initiatives for Sales and Finance and converted as an employee.

- Established the Strategy Delivery team by integrating structured project and change management processes resulting in revenue growth from less than \$1M per month to over \$180M.
- Led collaboration between the Strategy Delivery team and operational leaders to translate high-level organizational goals into actionable plans.
- Developed capacity models and hiring plans with senior leaders in expanding operations from 53 employees to over 1,400.
- Led a cross-functional organizational redesign between the Finance and Client Assurance areas resulting in a 30% increase in productivity and revenue collection.

UnityPoint Health, Des Moines, IA**EXECUTIVE DIRECTOR, SYSTEM SUSTAINABILITY**

2012 – 2017

Led the business transformation and strategy execution functions to facilitate the transition from fee-for-service to value-based care. Oversaw a \$560M+ program, designed a strategy, built the initiatives to drive results and then implemented programs/projects to realize the benefits. This was one of four key strategic pillars for the organization and was a standing agenda item at the monthly C-Suite meetings. Held semi-annual report outs with the Board of Directors and annually with the organization's credit rating agencies.

- Led the strategic transformation of healthcare delivery across all operational areas achieving \$350M in permanent cost reductions.
- Orchestrated a comprehensive strategy across decentralized regions/operating units, while advocating for standardization and operational efficiencies.
- Managed the integrations of Peroria Methodist (\$15M) & Meriter Madison (\$8M) into the Health System. Built a process and set of tools/templates to reduce integration timelines and cost for future acquisitions.
- Managed a portfolio of over 82 strategic initiatives at the system level and coordinated with the Regions on local efforts to reduce cost and variation in healthcare delivery.
- Founded a Strategy Program Office which led the establishment of an EPMO, streamlining project management processes and fostering a culture of continuous improvement.
- Implemented key healthcare delivery transformations (Knee & Hip Replacement), enhanced care protocols (Sepsis) and operational efficiencies resulting in a 25% increase in patient satisfaction across the system.

Education and Certifications**BBA, Finance**, University of Iowa

Certified Scrum Master (Inactive), Change Management (ODR), Prince2 Project Management