

# JASON HATFIELD

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## **ENTERPRISE TRANSFORMATION & OPERATING MODEL EXECUTIVE** *Healthcare • Insurance • Payer / Provider Ecosystems • Digital & Analytics Modernization*

### **EXECUTIVE SUMMARY**

Enterprise transformation and operating model executive with 20+ years modernizing complex, regulated healthcare, insurance, and financial ecosystems. Proven track record unifying fragmented platforms and workflows, leading analytics and digital ecosystems supporting \$27B+ in monthly transaction volume and \$13B+ in revenue, and improving financial performance across payer, provider, and distribution partners.

Experienced architect of enterprise operating models that connect strategy, pricing governance, analytics, and operations to improve affordability, transparency, and customer experience. Designs governance frameworks, KPI systems, and cross-functional roadmaps that align Product, Finance, Market Access, and Operations around multi-year objectives for pricing consistency, contract performance, and value-based outcomes.

Brings deep experience in payer-facing digital platforms, reimbursement transparency, PBM and network partnerships, and pricing strategies that protect margin, support growth, and improve multi-stakeholder alignment. Partners with CFOs, COOs, and senior leaders to strengthen financial predictability, accelerate cashflow, and reduce administrative friction through data-driven decision-making and modernized operating models.

### **SIGNATURE ACHIEVEMENTS**

- Modernized an enterprise analytics ecosystem governing 129 data products and supporting \$27B+ in monthly purchase volume, improving decision-making, increasing warehouse capacity 17%, and establishing the foundation for rate, rebate, and financial performance analytics.
- Scaled a community pharmacy and payer/provider ecosystem from 1 to 18 platforms, aligning six business units and 180+ payer connections, supporting \$13B+ in distribution revenue and 45,000+ users while improving reimbursement transparency and reducing days sales outstanding (DSO) by 40 days.
- Designed and executed competitive pricing strategies and PBM/network solutions in an \$80M P&L environment, including a prescription drug pricing program supporting \$136M+ in revenue and new offerings generating \$5M in annual growth.
- Built digital and financial insight tools that accelerated cash-to-pharmacy by 1.5 days, reduced resolution time for customer issues by up to 95% and delivered 12–59% vendor cost savings through contract consolidation and negotiation.
- Increased delivery velocity by 66–69% and team capacity by 31% by re-architecting cross-functional operating models (Product, Engineering, Operations, Analytics) and embedding Agile, Lean, and PMO practices in multi-business-unit environments.
- Led global, cross-functional teams across the U.S., India, and Latin America (26+ FTE), sustaining 85%+ engagement and high retention during large-scale transformation, restructuring, and portfolio modernization.

### **PROFESSIONAL EXPERIENCE**

**Pragmatic Disruptor, LLC** – Dallas-Fort Worth Metroplex, TX

#### **Vice President & Chief Purpose Officer**

**(12/2025 – Present)**

Founded an early-stage firm providing fractional executive leadership and operating model expertise to organizations navigating growth, modernization, or portfolio complexity. Partner with SMBs through large enterprises to strengthen operating models, modernize digital foundations, and establish governance structures that improve performance and cross-functional alignment.

- **Digital Presence & Product Catalog Setup:** Built and launched the digital presence, product catalog, and go to market foundation for an early-stage consumer gifts venture, including website, domains, and social media channels.
- **Career Coaching & Change Management:** Provide career mentorship and leadership coaching to seasoned and emerging leaders and a nonprofit founder, focusing on operating model clarity, certification planning, and navigating complex career transitions.

**McKesson** – Irving, TX

**Vice President of Digital Product Management, Customer Analytics & Insights** (03/2025 – 12/2025)

Led strategy, development, and commercialization of the Enterprise Reporting & Analytics (ERA) ecosystem supporting \$27B+ in monthly purchase volume. Transformed ERA from a reporting tool into a commercialized, enterprise decision-enablement platform for U.S. Pharma Distribution, advancing financial insight capabilities.

- Data Commercialization & Product Vision: Unified five siloed analytics tools into a single platform, unlocking \$10M+ in incremental growth, improving revenue integrity, and reducing technical debt.
- Enterprise Data Strategy: Built the data-as-a-product foundation for U.S. Pharma; expanded ERA to govern 129 data products and increased warehouse capacity by 17%, strengthening enterprise financial and operational analytics.
- Operating Model Leadership: Designed cross-functional operating models integrating Product, Engineering, Operations, and Analytics, improving governance, alignment, and value realization from investments.
- Transformation Governance: Established enterprise governance, prioritization, and decision frameworks to unify six business units, accelerate delivery, and increase transparency for senior leadership.
- Team Stabilization & Culture: Led organizational turnaround during restructuring; sustained 85%+ employee engagement, drove internal promotions, and embedded Agile, Lean, and PMO practices.
- Innovation & Advanced Analytics: Embedded advanced and agentic AI capabilities into customer-facing analytics, shifting teams from descriptive reporting to predictive insights and improving adaptability at scale.
- Financial & Payer-Aligned Insights: Delivered advanced dashboards that improved visibility into purchasing and rebate optimization and supported greater financial predictability for the \$27B+ distribution P&L.

**Head of Digital Retail Product Management & Director of Development, CPH** (04/2020 – 02/2025)

Led the transformation of McKesson's community pharmacy and payer/provider ecosystem from a single solution into 18 interconnected platforms, supporting \$13B+ in distribution revenue. Unified six business units, modernized market access workflows, and established enterprise governance to improve financial transparency, reimbursement accuracy, and cross-functional execution.

- Commercial Platform Scale: Built the unified myPortals B2B ecosystem serving 45,000+ users, consolidating legacy platforms supporting \$48M annual revenue and strengthening customer experiences.
- Operating Model Alignment: Standardized intake, prioritization, and delivery workflows across six business units, improving execution discipline and alignment between sales, operations, and technology teams.
- Market Access & Payer Integration: Led digital development for a payer/provider network (ProviderPay, Central Pay) integrating 180+ payers, improving reimbursement transparency and reducing DSO by 40 days for thousands of pharmacies, effectively reducing payer-related friction.
- Transformation Delivery: Implemented governance models, KPIs, and cross-functional delivery rhythms that accelerated delivery velocity by 66% and increased team capacity by 31%.
- Marketing & Commercial Growth: Orchestrated go-to-market strategy and omnichannel campaigns, achieving a 46% lift in engagement and generating \$3M+ in incremental sales.
- Financial Analytics & Insights: Launched financial insight dashboards that improved visibility into rebate optimization and missed savings opportunities and accelerated cash-to-pharmacy by 1.5 days.
- Global Leadership: Built and led a global team of 26 across the U.S., India, and LATAM, sustaining high retention and psychological safety during rapid scaling and transformation.

**Senior Product Manager, Marketing – Product & Program Management** (04/2018 – 03/2020)

Directed digital product strategy and B2B2C commercialization for the my.HealthMart.com and my.McKesson.com portals, the primary digital touchpoints for 45,000+ users in the community pharmacy network.

- B2B Commercialization: Co-developed a standardized commercialization framework and feature library to equip Sales and Marketing with value-based positioning and competitive messaging.
- Customer & Patient Experience: Led development of mobile and consumer-facing experiences that deepened relationships and transactions with independent pharmacies and their patients.
- CX Transformation: Utilized Lean Six Sigma to reduce customer issue resolution time by 95% (from 45 days to 2 days), directly improving retention and satisfaction.
- Data-Driven Optimization: Implemented KPI dashboards and root-cause analysis, driving a 42% increase in customer engagement through targeted experience improvements.
- Product Operations: Streamlined roadmap governance to ensure digital investments aligned with broader Retail Marketing and business unit goals.

Freeman – Dallas, TX

**Assistant Director of Digital Product Management**

(04/2016 – 04/2018)

Led Product Managers and global development pods to strengthen digital tools for event planning, onsite setup, attendee tracking, signage, and analytics supporting a \$692M P&L.

- Commercial Product Strategy: Directed go-to-market strategy and roadmaps for a digital portfolio, shifting tools from event support to revenue-generating solutions.
- Data Product Innovation: Created a data visualization hub and analytics tools enabling internal and external stakeholders to derive actionable insights from event data.
- Engagement & Growth: Launched products and enhancements that increased user engagement by 12% and expanded adoption rates.
- Operational Scale: Led process improvements that increased event processing volume by 130% while reducing processing time by 10 hours per week, improving margin and capacity.

Transamerica – Plano, TX

**Senior Manager, Digital Product & Healthcare Solution Management**

(12/2013 – 04/2016)

**Senior Product Manager**

(04/2008 – 12/2013)

**Product Manager**

(09/2005 – 04/2008)

Managed commercialization of insurance (dental, AD&D, Medicare Supplement) and membership programs impacting an \$80M P&L. Directed strategy for health discount and loyalty programs and led the strategic exit of non-core business lines.

- Payer & PBM Partnerships: Forged strategic alliances with CVS Caremark, Optum, Delta Dental, and other partners to scale health discount programs to 1.2M+ customers and expand distribution channels.
- Competitive Pricing Strategy: Designed and commercialized a \$3 prescription drug program to counter a \$4 generic competitor, protecting market share and supporting lead-generation efforts driving \$136M+ in revenue.
- Portfolio Management & Exit Strategy: Led the multi-million-dollar divestiture of non-core business lines, realigning resources toward high-margin core growth.
- Regulatory & SaaS Governance: Managed Agile SaaS platforms (Medicare Supplement, transaction databases) under PCI, PII, and HIPAA requirements, partnering with Legal to mitigate litigation and regulatory risk.
- Vendor & Margin Optimization: Directed a \$2M outsourcing initiative for rebate and fulfillment operations, achieving a 14% efficiency gain and reducing annual costs by 19% through vendor consolidation and contract optimization.
- Risk & Compliance Management: Managed quarterly claim risk models and implemented state regulations for Medicare Supplement and dental products, ensuring ongoing portfolio compliance.

**Capital One – Product Coordinator, Direct to Consumer Marketing**

(12/2001 – 08/2005)

**Nortel – Product Manager, Enterprise & Carrier Solutions**

(08/2000 – 06/2001)

**Insurance Services Office (ISO) – Product & Customer Service Specialist**

(08/1998 – 08/2000)

**EDUCATION & CREDENTIALS**

- **Doctor of Health Administration (DHA)** — Oklahoma State University (Commencing 08/2026)
- **Master of Business Administration (MBA)**, Project Management — Capella University (2017)
- **Bachelor of Business Administration (BBA)**, Management — Texas Tech University (1998)
- **Certifications:** Project Management Professional (PMP) • Six Sigma Green Belt • SAFe & Enterprise Agile
- **Operating Model & Governance:** Operating Model Design • KPI & OKR Frameworks • Portfolio & Roadmap Governance • Enterprise Transformation
- **Payer & Financial Performance:** Pricing Strategy • Reimbursement Transparency • PBM & Network Partnerships • Financial & Operational Analytics
- **Product & Platform Leadership:** Digital Product Management • Platform Modernization • Data-as-Product Strategy • B2B/B2B2C Ecosystems
- **Delivery & Execution:** Program Management • Agile / Lean / SAFe • Cross-Functional Orchestration • Change & Transformation Management
- **Collaboration & Leadership:** Global Teams • Vendor & Contract Management • Stakeholder Alignment • Executive Communication