

Josh DeLung, MA, UXC, FCX, CAITL

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Health Executive Leader for Business Strategy, Operations, and Digital Innovation

A perceptive, mission-oriented, and growth-minded people leader who uses data and insights to drive vision, strategy, execution, and operational excellence for technology-forward health organizations.

CORE EXPERTISE

- Corporate Strategy & Change Management
- Growth Road-mapping & Market Entry
- Business Development (BD)
- AI Transformation & Innovation Leadership
- Digital Modernization & Automation
- Customer Experience (CX)
- Merger & Acquisition Integration
- People Management & Talent Strategy

EXECUTIVE EXPERIENCE

ALTARUM | Arlington, VA

2024-Present

Executive Vice President (EVP), Palladian Partners and Vice President, Population Health

(2025-Present)

- Elevated to executive team, managing one division, two subsidiaries, and multiple corporate support departments, providing responsible oversight of three P&Ls with a \$30M portfolio.
- Led six senior-level staff in lines of business covering research and analytics, community health, and strategic communications and digital projects across HHS, DHA, VA, 13+ states, and 5+ philanthropic funders.
- Designed three-year divisional strategic growth plans and gained approval from the board of trustees.
- Launched 12+ enterprise demand generation initiatives, adding \$6M+ to the sales pipeline and driving diversification strategies around topics such as childhood nutrition and veterans' health.
- Onboarded 50+ staff to AI adoption and training through crafting the corporate AI Transformation Plan, leading internal workshops, engaging vendor partners, and creating go-to-market capabilities and language.
- Achieved 39% gross margin in 2025, the best in the organization's 80-year history.
- Owned the product roadmap for multiple digital initiatives, including a \$1.5M+ peer recovery network platform.
- Partnered with CFO to analyze pricing drivers and reduce wrap rates to increase price competitiveness.
- Contributed to 20% increase in executive team approval per employee engagement survey in only six months.
- Saved \$250K+ in annual licensing costs through conducting companywide software and marketing audits.

EVP, Integrated and Digital Innovation

(2024-2025)

- Managed 5 senior staff leading digital, experiential design, and communication teams supporting a portfolio of federal health clients at NIH, CDC, FDA, CMS and their sub-institutes and centers.
- Directed operational oversight of 150+ staff and \$32M in revenue after the company president resigned.
- Closed a -27% projected profit margin gap to +4.5% within one year by instituting the first formal growth function at the company, achieving original growth targets and adding 3 major accounts.
- Increased staff utilization by 6.2% through introduction of new resourcing and forecasting systems.
- Submitted 50+ additional bids compared to the previous year with a 45% average win rate.
- Developed 15 additional partner firm relationships to the point of signed teaming agreements, resulting in joint bids for subcontract work.

ICF | Reston, VA

2015-2024

Partner, Senior Director, and Practice Lead

(2022-2024)

- Managed 60+ person digital practice with 3 director-level reports, overseeing \$20M+ in annual revenue and coordinating global shared digital services.
- Directed all practice hiring, resourcing, and people development efforts, leading to a 15% increase in employee engagement and a voluntary turnover rate of 7%, well below industry standard.

- Secured an \$8.7M CDC.gov contract by proposing an innovative management solution; led process/team scaling efforts and oversight of the team during successful implementation.

Partner, Director, and Practice Lead

(2021-2022)

- Led 25+ client engagements in CX transformation and digital modernization for federal programs across HHS (NIH, ACF, CDC) and other agencies, and Fortune 50 companies like Centene Corporation.
- Facilitated 10+ human-centered design workshops, resulting in digital innovations for customers that included smoking cessation chatbots and virtual reality mental health experiences.
- Implemented 6+ new operating procedures and guidelines for company-wide improvements, including a new proposal workflow tool and a global innovation handbook for all managers.

Partner and Director, Digital Strategy

(2020)

- Managed 20 experts in the U.S. and Europe in fields such as content strategy, information architecture, customer and user experience, and analytics.
- Led digital strategy for a \$40M Administration for Children and Families Office of Child Care technical assistance contract, driving modernization strategy for a portfolio of 5 major web products.

Senior Manager, Strategy & Quality

(2018-2020)

- Directed 3 teams across content strategy, analytics, and business analysis functions, driving optimization efforts as a matrixed team supporting a \$1.4B global IT portfolio of government, health and utility clients.

Manager, Digital Engagement

(2015-2018)

- Onboarded 10 additional staff in under two years, more than doubling the social media practice while supporting 12+ federal health clients with campaigns, content, paid media, and more.

ENC STRATEGY | McLean, VA

2011-2015

Senior Director and Head of Client Services

(2014-2015)

- Led 25+ staff and served as senior strategist for accounts including USDA, SBA, VA, Exelon, AltaGas, NetApp, and Broadcom; secured 100% of recompetes on federal contracts and private sector follow-ons.
- Led internal digital and communication strategy to increase market share across a \$10M+ portfolio.

Account Director

(2013-2014)

- Provided oversight of 5 major federal accounts and served as lead strategist for the SBA.gov redesign.
- Proposed and won organic growth opportunities with prime contractors resulting in \$1M in organic growth.

Senior Account Manager

(2012)

- Managed 3 account teams on an ongoing basis serving public sector IT marketing clients.
- 100% client satisfaction rate across all accounts managed.

Account Manager

(2011)

- Managed 5 commercial and federal accounts and served as a digital strategist and writer.

GDIT (formerly SRA International) | Washington, DC

2009-2011

Digital Team Lead

(2009–2011)

- Built a digital design, development, content, and marketing team for Energy.gov that increased web engagement 244% and authored 300+ articles (worked onsite at the U.S. Department of Energy).

ADDITIONAL EXPERIENCE

EchoScouts & Loudoun Strength , CEO Sterling, VA	2026-
Foo Digital , Owner (Freelancer) Sterling, VA	2002-2024
Northern Virginia Community College , Communication Skills Instructor Sterling, VA	2016-2018
Access Advertising , Public Relations Assistant Roanoke, VA	2008-2009
Virginia Tech , Public Speaking Instructor Blacksburg, VA	2007-2009
Army National Guard , Armor and Cavalry Specialist Glen Jean, WV	2002-2008
Marshall University , Public Relations Assistant Huntington, WV	2006-2007

EDUCATION, CERTIFICATIONS AND TRAINING

Degrees and Certificates

M.A., Communication , Virginia Polytechnic Institute and State University (Virginia Tech) Blacksburg, VA
B.A., Journalism , Marshall University Huntington, WV
Professional Certificate, Product Design & Health , Delft University of Technology The Netherlands

Certifications and Selected Training

Certified AI Transformation Leader , U.S. AI Institute (8260195880)	2025
ICF Corporate Officer Training (Accelerating Leadership Influence)	2022
Medallia Operational CX Management	2019
Forrester CX Pro (37271886)	2019
NN/g UX Management Certification (1023710)	2018
Advanced Google Analytics	2018
Google Analytics Individual Qualification (12038260)	2018
Mental Health First Aid	2017
Huthwaite Business Development Excellence	2016

COMMUNITY SERVICE

Board Member , Marshall University W. Page Pitt School of Journalism Advisory Board	2026-Present
Volunteer , The Children's Inn at NIH	2024-Present
Volunteer , Marshall Center for Ethical Leadership	2025
Judge , American University Kogod Case Competition	2013-Present
Council Member , Loudoun County Virginia Health Council	2017-2018

SELECTED AWARDS

Synergy Award , ClinicalTrials.gov & MedlinePlus Redesign	2022
Meaningful Outcomes Award , Centene Corporation Member Experience	2020
Innovation Spark Award , Child Care Consumer Education	2019
Innovation Spark Award , National Cancer Institute SBIR Development Center	2018
Administrator's Award for Excellence , Small Business Administration Web Redesign	2015
15+ previous digital and creative awards including Addy, Telly, NAGC, MarCom	

SELECTED PRESENTATIONS AND PUBLICATIONS

Altarum Institute , <i>Human-Centered Design as a Research-to-TA Bridge</i>	2026
National Association of County and City Health Officials , <i>From Data Burden to Data Power</i>	2025
Altarum Institute (Co-author), <i>Improving Childhood Nutrition in the U.S. through Innovation and Efficiency</i>	2025
U.S. Artificial Intelligence Institute , <i>AI Solutions and Upskilling</i>	2025
Altarum Institute (Co-author), <i>AI and Machine Learning for Public Health Data Modernization</i>	2025
UXPA International Conference , <i>Growing UX & Product Careers</i>	2024
HHS, CDC, NIH, UXPA, UX Booth, NAGC, ACT-IAC, SBM, IA Conference, and more (see LinkedIn)	