

# Eugenio "Gene" Fernández

Executive Portfolio Website: [www.genefernandez.com](http://www.genefernandez.com)

*Politically astute, no-nonsense & collaborative leader who drives business results.  
A savvy technology executive with 20+ years of experience creating IT results in the healthcare provider,  
managed care, and worker's compensation insurance industries.*

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## INFORMATION TECHNOLOGY EXECUTIVE: CIO / VP

Leveraging Emerging Information Technologies to Solve Business Problems ▪ IT Strategic Planning  
Executive Leadership ▪ Healthcare & Insurance IT

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### EXECUTIVE PROFILE

**Visionary, resourceful IT executive with specialty expertise in the healthcare provider & insurance sector settings.** Proven successful track record of innovating state-of-the-art solutions on time and under budget. Respected leader of diverse, cross-functional teams and highly regarded as a key resource, critical thinker, and out-of-the-box problem solver by senior executives. Strong understanding of the relationship between technology and strategic business interests with a P&L mindset proven to drive multimillion-dollar per annum savings.

**Results-driven use of technology to increase efficiency, productivity, and competitive edge** while simultaneously delivering significant reductions in the cost of doing business. Backed by solid credentials including current MIS graduate degree, certification in healthcare management, advanced information management executive coursework, IT vendor management and cross-platform expertise.

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### EXPERTISE

- Executive Leadership
  - Creative Decision-Making & Problem Solving
  - High-Powered Presentations/Negotiations
  - Budgeting & Financial Reporting
  - Strategic and Operational Planning
  - IT/Telecom/WiFi Systems Architecture
  - Business Continuity & Disaster Recovery
  - Technical Support/Help Desk Operations
  - Staff Development & Team Building
  - Turnaround & Crisis Management
  - Large-Scale Project Management
  - Customer-Focused
  - Technical Infrastructure
  - Systems Security
  - Cost Containment/Improvement
  - LAN/WAN Operations
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### CAREER PROGRESSION

#### **L.A. Care Health Plan** – Los Angeles, California

Established as the Local Initiative Health Authority for Los Angeles County under California legislative authority in support of the Safety Net and vulnerable populations. L.A. Care is the nation's largest public HMO with over 780,000 enrolled members. Serves low-income families in Los Angeles County through Medi-Cal, Healthy Families and Healthy Kids through direct and Plan Partner service models.

**Chief Information Officer**, July 2007 - Present

#### Responsibilities:

Executive responsible for corporate Information Systems Business Applications, EDI transactions, Telecommunications, Computer Operations, Help Desk Operations, Technology Infrastructure Support, and Information Security in this public agency HMO.

#### Accomplishments:

- Successfully completed IT operational assessment and strategic plan validation in collaboration with leadership group that received Board of Governors approval / funding.
  - Implemented major core managed care application upgrade (DST) in preparation for the launch of the Medicare Special Needs Program (SNP) line-of-business and member enrollment portal / physician portal.
  - Successfully implemented NPI workplans and testing with trading partners in anticipation of 2008 compliance dates. Streamlined all encounter and claims data inbound/outbound processes.
  - Provided guidance and oversight for successful data center upgrade or high availability server hardware and uninterruptible power supply (UPS) systems.
  - Implemented an IT architecture and datawarehouse design project as major IT corporate strategy.
  - Implemented new IT governance committee structure and IT project management oversight procedures.
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## CAREER PROGRESSION

### **Accident Fund Insurance Company of America** – Lansing, Michigan

Worker's Compensation Insurance organization of dedicated people serving the needs of agents and their customers; wholly-owned for-profit subsidiary of Blue Cross & Blue Shield of MI & recipient of A.M. Best rating of A (Excellent); annual written premiums of \$850 million.

**Vice President of Information Services**, January 2005 – July 2007

#### Responsibilities:

Executive responsible for enterprise-wide Information Systems, Telecommunications, Computer Operations, Help Desk Operations, Applications & Infrastructure Support, and Information Security comprising over 100 FTEs in this mono-line national worker's compensation insurance company.

#### Accomplishments:

- Successfully completed IT strategic plan in support of corporate 2010 Business Strategy Plans.
- Implemented comprehensive Business Continuance and Disaster Recovery Plans along with first-ever successful disaster recovery testing (IBM partnership).
- Completed a thorough IT operational improvement assessment and implemented organizational changes in the area of Enterprise Testing Center and Telecommunications that have resulted in Service Level performance improvements as evidenced by monthly performance measures.
- Successfully implemented foundational elements of Enterprise Data Warehouse to improve accuracy in reconciliation of agents' premium and financial reporting while decreasing error rates by over 25%.
- Serve as Executive-sponsor on several IT & business process oversight committees.
- Responsible for successful Ward's Group recognition as Top 50 IT benchmarking group.
- Successfully implemented IT infrastructure plans in support of key merger/acquisition (M&A).

### **Sparrow Health System** - Lansing, Michigan

Mid-Michigan's top ranked multi-hospital provider of integrated healthcare delivery services (796-bed).

**Chief Information Officer and Corporate Director**, June 2001 – December 2004

**Chief Technology Officer**, April 1999 – June 2001

#### Responsibilities:

Executive responsible for Information Systems, Telecommunications, Switchboard Operations, Health Information Management/ Transcription, Medical Library and Centralized Scheduling comprising over 250 FTEs in this Integrated Delivery System with annual net revenues of \$900 million.

#### Accomplishments:

- Negotiated and awarded first ambulatory Electronic Medical Record prototype projects (GE Centricity & A4 Healthmatics).
- Actively contributed to the success of the first Board-approved 7-year Information Services IS Strategic Plan through multi-disciplinary committee and focus group planning efforts.
- Developed and presented first Information Services and Telecommunications assessment and 18-month tactical improvement plan which resulted in ranking of 2nd Quartile performance in Solucient/ACTION Benchmarking Study (2002-2003).
- Successfully implemented complete Lawson ERP system (Materials, Human Resources and Payroll); implemented successful Time & Attendance system replacement project.
- Established Tier I/II System Internet presence and awarded contract for first corporate enterprise wide Intranet.
- Implemented a \$1.5 million Wide Area Network/Local Area Network infrastructure upgrade plan.
- Standardized microcomputer hardware and office software including a multi-million dollar desktop computer and server contract.
- Coordinated technical efforts in support of a point of care wireless communication project for the Emergency Department resulting in improved efficiencies and patient satisfaction.
- Reduced delinquent Medical Records by over 10,000 and Medical Records Accounts Receivable by over \$50 million in eight months.
- Established Information Security and HIPAA Compliance programs.
- Served on steering committee for HMO (PHP-Mid Michigan) critical to selection of new IT policy administration & claims system. Selected and began implementation of new Cerner Lab system.
- Selected by Hospitals & Health Networks as a Top 100 Most Wired Hospital in 2001.

## CAREER PROGRESSION

**PricewaterhouseCoopers, LLP** Health Care Consulting Practice - Fairfax, Virginia  
*Top 5 Consulting and Professional services firm.*  
**Senior Consultant, Information Technology**, October 1998 - April 1999

Responsibilities:

Served as primary Information Technology consultant for various proposals and \$2.5 million engagements.

Accomplishments:

- Served as Co-Team Leader for Revenue Cycle Audit Process and IT Improvement study of six Veterans Health Administration (VHA) healthcare facilities. The implementation of recommendations for process improvements and the use of EDI techniques improved claims denial rates from 51% to 23% within 6 months. The average reimbursement rate increased by an average of \$350,000 per facility.
- Facilitated post-merger regional data center integration project at major client site - \$650 MM "university based" Integrated Delivery System. Revised Information Systems Division Regional Data Center organization based upon industry "best practices" and shared services model. Validated Y2K compliance plans, objectives and schedule.
- Revised \$10 million information technology capital budget project prioritization process to support organizational strategic goals and plans. Created project charters and work plans to evaluate application standardization requirements and multi-year return-on-investment (ROI) calculations based upon business case analyses.
- Established infrastructure benchmarks to increase "customer" support in areas of production, help desk, microcomputer support, network management and remote access.

**National Naval Medical Center** - Bethesda, Maryland

*"The President's Hospital" - 779-bed tertiary care and specialty teaching hospital for National Capital Region Uniformed Services and homeland defense.*

**Chief Information Officer and Vice President for Information Technology & Communication Services**, September 1996 - September 1998

Responsibilities: Directed a \$6 million budget, staff of 55, IT customer base of 5,000+

Accomplishments:

- Directed the completion of a comprehensive Information Management Plan through a multi-disciplinary committee structure.
- Active leader of Information Management Quality Management Board with exceptional results on 1998 JCAHO survey.
- Chaired, Most Efficient Organization (MEO) Task Force chartered to develop corporate outsourcing strategies for Information Management & Technology services.
- Formulated and executed survey and planning efforts for a \$7.1 M integrated fiber backbone IT infrastructure upgrade project.
- Improved operating policies and procedures for new resource sharing partnership, defined immediate and long-term operating goals, and realigned financial and personnel resources to provide comprehensive IT services to over 6,000 clients.
- Developed regional Year 2000 (Y2K) assessment and corrective action plans in alliance with medical staff and corporate information management program manager.
- Spearheaded the installation of a comprehensive HIS for USNS Comfort (1,000 bed acute care hospital ship). Management oversight for sophisticated voice, video/data Windows NT & DEC client/server LAN upgrade.
- Co-authored plans for Advanced Demonstration Project of Telemedicine applications on a hospital ship to prove seamless ship to shore telecommunications of real-time clinical tele-consultation data.
- Successfully demonstrated use of first C-Band satellite communications system during hospital ship deployment to Lithuania and Sweden which facilitated high-speed Internet transmission of Telemedicine images from the Baltic States to the U.S. in support of patient care.

## CAREER PROGRESSION

**Naval Medical Information Management Center** - Bethesda, Maryland  
*Formerly Naval Medical Data Services Center, established to improve, develop, and distribute new information technologies in support of Navy Medicine's commitment to patient care.*  
**Director for Information Technology Services**, November 1993 - August 1996

Responsibilities: Directed \$36.5 million budget, Configuration management and IT customer support staff of 70, emerging technologies and infrastructure support projects. Provided project management and infrastructure network support for the deployment of the Composite Health Care System (CHCS) to over 25 Navy hospitals worldwide. CHCS is one of the most broadly used Computer-based Provider Order Entry (CPOE) systems deployed in the nation.

Accomplishments:

- Championed three IT Business Process Reengineering (BPR) projects and implemented 29 Functional Process Improvements (FPIs) in a Customer Support technology area that resulted in an overall 20% reduction in process time and a 21% reduction in process cost. Total savings over \$2.5 M per annum.
- Designed and executed \$32 million IT infrastructure plans in fiscal year 1996 for over 40 integrated delivery system/hospitals worldwide using Department of Defense ITIL standards.
- Directed World-Wide-Web Design Team and Windows NT Deployment Team in establishing corporate Intranet.
- Served as expert IT consultant for 8 ambulatory care centers and 4 inpatient medical centers on Information Management performance improvement and JCAHO compliance issues while assigned to the Navy Medical Department Inspector General Team.

**Naval Medical Center** - Portsmouth, Virginia  
*(490-bed, acute & tertiary care, university affiliated, Navy referral medical center, ambulatory and specialty care clinics, inpatient services)*  
**Chief Information Officer and Director for Management Information Department**, June 1989 - October 1993

Responsibilities: Directed \$2.2 million budget, staff of 45; IT planning & support.

Accomplishments:

- Led 20-member team in the integration of legacy and enterprise hospital information systems in support of managed care environment through standards based client/server technology. Successfully implemented \$6 MM Department of Defense Hospital Information System (Composite Healthcare System).
- Reorganized a myriad of MIS services for multi-hospital integrated delivery system.
- Improved IT customer support response time for clinical and administrative areas of medical center and six outpatient clinics by 25%.

**Earlier background** includes 5 years as a clinical supervisor in the Navy Dental Department coupled with 5 years of successful and progressive experience as junior officer with Navy Medical Service Corps in a variety of healthcare leadership positions, culminating with selection for Navy graduate school scholarship.

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## EDUCATION & PROFESSIONAL DEVELOPMENT

UNIVERSITY OF ILLINOIS • Springfield, Illinois  
**Master of Science in Management Information Systems** – 2007

CASE WESTERN RESERVE UNIVERSITY • Cleveland, Ohio  
**Health Care Executive Certificate Program** – 2000

UNIVERSITY OF MICHIGAN & College of Healthcare Information Management Executives (CHIME) • Ann Arbor, Michigan  
**Information Management Executive Course** – 1997

PURDUE UNIVERSITY • West Lafayette, Indiana  
**Master of Science** – 1989

SOUTHERN ILLINOIS UNIVERSITY • Carbondale, Illinois  
**Bachelor of Science, Healthcare Management** - 1983

## PROFESSIONAL AFFILIATIONS

- Fellow, American College of Healthcare Executives (ACHE)
- Member, Healthcare Information Management Systems Society (HIMSS)
- Member, College of Healthcare Information Management Executives (CHIME)
- Member, California Health Information Executives Forum (CHIEF)
- Board Member, National Forum for Latino Healthcare Executives (NFLHE)
- Member, Association of Hispanic Healthcare Executives (AHHE)
- Founding Board Member, Health Care Interchange of Michigan (HCIM)
- Member, Sigma Beta Delta (International Honor Society for Business Management)
- Past Editorial Advisory Board Member, Advance for Health Information Executives

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## COMMUNITY ACTIVITIES

- Adjunct Professor / Consultant – MHA Program, University of the Incarnate Word, San Antonio, TX – 2007 to present
- Panel Chair, Fall Collaborative Communications Summit: Leading Change with Health Information Technology (Nov. 2007 & Nov. 2008)
- Member, Economic Advisory Council of St. Vincent Catholic Charities – 2006 to 2007
- Member, Lansing Health Partners Community Regional Health Information Organization (RHIO) – 2006 to 2007
- Member, Emerging Technology & Job's Task Force – Lansing Mayor's Transition Committee - 2005
- Active Member, Lansing Rotary Club – 2001 to 2007
- Tri-County Career Connections Board Member – 2000 to 2004
- Board Member, Lansing Regional Chamber of Commerce– 2002 to 2004
- Board of Trustees Member & Audit Committee Chair, Capital Region Community Foundation – 2003 to 2007
- Member, Lansing Mayor's Information Technology Task Force – 2001 to 2006
- Volunteer, Literacy Program – Dwight Rich Middle School, Lansing – May, 2003
- Chair, Lansing Regional Chamber of Commerce IT Council – 2000 to 2001
- Guest Speaker, Holt High School Industry Forum /Career Day – 1999 to 2007
- Guest Speaker, Annual Tri-County Career Fair [1999 & 2000]

***Bilingual IT Executive  
(Fluent in English & Spanish)***