

SUSAN LEHUA FERNANDEZ

SKILLS SUMMARY

- Administration: managing staff; financial oversight, statutory compliance, managing for growth and stability.
- All aspects of the Hawaii State Legislative process: budget, bills, relationships.
- Administration of large budgets and financial reporting; proformas, long range financial forecasting, tracking and building financial measures.
- Turnaround of poor performing and troubled operations: resolving long standing staffing issues, establishing policies, implementing systems to improve process efficiency, and corrective course actions.
- Research and development for growth: targeting organizational goals, market conditions, social and business issues.
- Building programs/operations, from concept to success. Entrepreneurial approach.
- Operations oversight; detailed approach to efficiency and service delivery.
- Compliance.
- Relationship and consensus building; strong interpersonal and collaboration skills.
- Program performance evaluation: developing operational guidelines and modifications, building/implementation of performance measures and dashboards.
- High level analytical skills; ability to develop and evaluate data and research.
- Experienced, creative and innovative strategic planner. Strong ability to integrate analysis and financial goals into operational policy and structure.
- Solid written and oral skills. Published author, former college lecturer, frequent presentation of reports to leadership.

PROFESSIONAL EXPERIENCE

STATE OF HAWAII

1/2023 -

First Deputy Director: Department of Health. Administrative oversight of DOH administrative offices: Administrative Services, Human Resources, District Health Offices in Hawai'i, Maui, and Kauai counties, Health Information Systems, Affirmative Action, the Planning, Policy, and Program Development, and the Office of Health Status Monitoring, which registers and issues all birth, death, and marriage certificates in the state.

CITY AND COUNTY - HONOLULU

2/2017 – 5/2018

Deputy Director: Department of Community Services. Administration of Community Based Development Division (homeless programs, housing developments), Elderly Affairs Division, Work Hawaii Division (at risk youth and back to work programs), Office of Grants Management, Community Assistance Division (Section 8, low income home loans), Oahu Workforce Investment Board, and administration of department. Provided day to day operational direction, short and long range planning. Mayor's representative on the Workforce Development Council; liaison with City Council, management of department's budget. Functioned as the Chief

Operations Officer of the department, managing day to day operations, built systems to improve and streamline operations, tracked performance and developed new processes.

HILO MEDICAL CENTER

4/2016-12/2016

Assistant Hospital Administrator-Revenue Cycle Executive oversight of Revenue Cycle Departments: Patient Access, Utilization Review, Health Information Mgt, Patient Accounting/Billing. Directed the 4 departments, with Regional Rev Cycle oversight of 3 facilities: Hilo Medical Center, Ka'u Hospital and Hale Ho'ola Hamakua, comprising the HHSC East Hawaii Region. Regionalized services implemented common processes and policies. Developed Bad Debt, Charity Care and Patient Financial Counseling policies and programs. Administration of Medicaid Eligibility, collections, billing, bill scrubbing, coding, implemented Denials Management System, Self-pay and Insurance Collections systems, AR/AP and cash collections systems, and Revenue Recovery and Physician Clinic Billing conversion systems. Developed first ever Strategic Plan for HHSC East Hawaii Region Revenue Cycle. Managed budget policies and procedures, directed administrative & financial resources, planning & performance improvement initiatives, HR issues, procurement and reporting, and directed analytical staff in developing new analyses for operations performance and resource utilization.

STATE OF HAWAII DEPT OF HUMAN SERVICES

12/2013-3/2016

Chief Budget, Planning and Management Officer Principal executive officer in charge of the budget, planning, program, and management evaluation functions for Hawaii's largest State department with a \$3 billion budget. Compiled detailed operating budget, biennium budget submittal to the state legislature, supervised budget execution, financial analysis and planning, and prepared a 6-year budget forecast. Developed new budget processes, policies and analytics, including variance, trend, performance measures and financial analysis tools and reports. Conducted pre-award research and development of procurement contract specs, requirements, objectives, and pricing. Negotiated contract terms. Oversight of federally mandated program audits. Initiated and directed the planning process for programs, including formulating objectives and effectiveness measures, costs, and budgets. Conducted performance analyses and evaluations, assessing statutory and regulatory compliance. Established departmental policy and procedures. Provided executive guidance and advice on budgetary and legislative processes, including formulation, execution, availability, restrictions, and use. Collaborated with and developed cross functional teams. Researched and analyzed budgetary trends, including 20 year appropriations, uses, and transfers of funds.

STATE OF HAWAII HOUSE FINANCE COMMITTEE 12/2008-2013

Budget Chief/Analyst Supervised the highly complex construction of the \$28 billion House operating and CIP budget for all State departments and agencies. Worked with all House Representatives, including subject matter committee Chairs on budget issues and allocations. Reviewed all executive department's revenue and expenditures, budget request justifications, analyzed all requests and department operations, appropriations and use of funds, and funding impact. Recommended budget adjustments and developed budget recommendations to the Chair, Vice Chair and Finance Committee members. Advised all Representatives on financial and budgetary methods and analysis, trending, use of funding, budget execution and statutes impacting budgets. Developed legislative budget provisions that targeted budget execution,

expenditures, audits, and reporting requirements. Managed all technical aspects of budget preparation& formulation, including budgetary systems and outputs.

SUSAN FERNANDEZ CONSULTING

2007-2012

Principal Consultant

Business specialist; advised clients on strategic planning, market development, environmental/market analysis, budgets and funding sources. Advised startups on funding requirements, planned expansion of their markets, and developed their market structure. Conducted primary and secondary market research, acquisition planning and evaluated market conditions. Provided executive guidance on market, budgetary and financial conditions. Integrated data/analytics into operational and strategic plans and recommendations. Complete analysis of new markets and programs, including market potential, program integrity, budgeting and cost analysis, life cycle cost analyses, and program launch. Aided clients in grants and public (Federal Dept of Energy) funding.

KAISER PERMANENTE HAWAII

2/2001-12/2007

Operations Sr. Manager, New Ventures/Optical Dept.

Directed Optical, Cosmetic Dermatology, Hearing Centers, and Lasik/Eye businesses. Managed operations and day-to-day functions, personnel, physical plant management, expansion plans, database management, budget management, strategic planning, and all aspects of revenue. Developed budget and management recommendations for senior leadership and implemented new processes to replace outdated, inefficient practices. Built corrective action plans for performance issues. Managed ad hoc cases of patients contracted out to other facilities. Managed and negotiated all contracts from pre-award to developing terms, specs, objectives, and prices. Managed over 125 staff.

Applied Research/National Market Research Dept.

Developed primary and secondary research, companywide consultant to troubleshoot problem operational areas. Managed and administered an average of 13 projects at any one time, developed operations systems, NCQA standard owner and Quality Management consultant, Diversity Council Director, CAHPS, and member/patient survey project lead. Advised local and national leadership on all research results, operational issues, and challenges, developed plans to address key challenges, compiled analysis and research identifying trends and operational industry advances; consulted companywide to help solve operations challenges. Handled all procurement, contracting, and service specifications and managed a very large research budget. Developed performance measures and designed and implemented primary research models and survey instruments. Presented all research results at conferences and to senior leadership.

EDUCATION

Master of Business Administration	University of Hawaii at Manoa	Honolulu, HI
Bachelor of Business Administration	University of Hawaii at Manoa	Honolulu, HI
Punahou School		

PUBLICATIONS

Drink the Bitter Waters: On the Social Condition of Native Hawaiians, December 2010, Ohi'a Publishing

COMMUNITY

Hospice Volunteer