

ROMINA HOGUE

SAN DIEGO, CA

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PROCESS IMPROVEMENT / PROCESS OPERATIONS EXECUTIVE

AREAS OF EXPERTISE

Business Analysis • Data Migration & Testing • Performance Improvement • Project Management
• Technical Agile Scrum/Planning • Mentoring • Training • Continuous Improvement • Business
Continuity • Relationship Building • Client Success • Change Management • Budgeting & Financials



Strategic, results-oriented leader with experience in delivering *goal-driven innovative technologies* that transform organizations and *solve complex business problems*. Exceptional at *communication, change management, and leadership development*. Analytical and emotionally *intelligent team leader*, adept at building and sustaining strong business relationships while *integrating people, processes and technologies to enhance operational efficiencies*. Can immediately contribute by:

- Building roadmaps for process analysis/training, and project management onboarding procedures
- Directing and leading team projects focused on continuous improvement
- Consistently meeting or exceeding customer service goals
- Leveraging experience and expertise to collaboratively resolve root causes of complex issues

EDUCATION: Bachelor of Science (BS) in Business Management, and Bachelor of Arts (BA) in Economics from San Diego State University; Associate of Arts (AA) in Liberal Arts from Fresno City College, Fresno, CA, and Associate of Arts (AA) Liberal Arts from Mesa City College, Mesa, CA.

CERTIFICATIONS: Certified Scrum Master, Feb 2018-Feb 2022

INTERNATIONAL BUSINESS CULTURE EXPERIENCE: Philippines, Middle East, Asia, Mexico, North America, France. Proficient in French language.

PROFESSIONAL EXPERIENCE • SELECT ACHIEVEMENTS • NOTABLE ACCOMPLISHMENTS

SAN DIEGO HEALTH CONNECT-SAN DIEGO, CA

DEC 2017-PRESENT

Nonprofit health information utility that securely connects providers, patients, private HIEs, and others to improve the quality and cost of healthcare in San Diego

PMO MANAGER

Provide clinical data interoperability to hospitals and health clinics, overseeing full project life cycle of large-scale IT and business initiatives. Oversee bi-weekly Change Control Board and monthly community workgroups. Lead vendor engagement and organize staff in various implementation roles. Manage three direct and seven indirect reports.

KEY ACHIEVEMENTS:

- First level PMO Manager who ensures technical projects meet requirements and organization's goals.
- Strategic planner with clear vision, strong leadership, well-defined policies, procedures, governance, select tools, and techniques.
- Implemented unified project methodologies, reducing post-live operations issues by 20%, and decreasing labor costs by 30%.

KEY ACHIEVEMENT:

Improved customer satisfaction by 30% with introduction of additional beneficial products and services.

NOTABLE ACCOMPLISHMENTS:

Introduced new change control process. Gaps in processes were increasing and procedures became reactive versus proactive. Needed a prioritized, change control managed process for improved task and project delivery, as customer satisfaction and trust began to decrease. Pulled a list of all described projects on deck, in flight, and on hold, created a pivot table and analyzed prioritization, due dates, and other criteria. Created sample ranking system to accurately prioritize each item then sent to management for review and approval. Also created a section in SharePoint for Change Control Board/Change Management, including Change Control Board member composition, overview for SDHC change management process, and change control document templates. Collaborated the implementation which streamlined accurate project delivery by 75% and improved customer satisfaction by 80%.

-Continued-

Created process/project management procedures. No project management processes, project managers or training existed when I started my Project Manager role. Was told to reverse engineer previous projects to gain information and insight. Shadowed all staff members to understand workflow cycle, then documented and analyzed all the processes. Created workflows and implementation templates per project, added everything to a newly organized SharePoint Project Document section, chose Asana to measure projects and tasks, and presented findings to management first, then to staff. Managers had immediate buy-in for the improved processes and adoption of Asana, and staff feedback was 100% approval. Project and task-tracking and measurements improved levels of efforts, project delivery, and cleaner operations post-live by 65%.

KAISER PERMANENTE- SAN DIEGO, CA

JUL 2016-DEC 2017

One of the nation's largest nonprofit health plans, serving 11.8m members

BUSINESS ANALYST

Performed an array of process improvement initiatives and process management operational activities in support of organizational goals, overseeing health plan enrollment and financial issue resolution. Ran monthly complex KPIs and health plan enrollment score cards.

KEY ACHIEVEMENTS:

- Created by-weekly reports providing membership status information for key internal and external stakeholders
- Successfully collaborated with leaders and groups throughout Kaiser Permanente On-Exchange system.

NOTABLE ACCOMPLISHMENTS:

Fixed ailing ticket system. Over 8000 Kaiser Health Plan issues existed in Microsoft Dynamics ticketing system. The analyst team processes included daily assigned tickets and financial analysis including gaps in information, and aged tickets overlapped with multiple team members' batch work. I pulled a report from the ticketing system, analyzed all duplication, and presented findings to my team lead. We collaborated with two additional analysts to identify and solve issues. Through this process, I significantly reduced the aged ticket redundancies and through the financial analysis rework efforts, Kaiser saved over \$40k in incorrect billing and increased ticket productivity with this one project.

Implemented health plan data-gathering enhancement templates. Kaiser enrollment issues included daily phone calls with the outsourced billing company, discussing the ticket issue with the rep, then a constant stream of back and forth questions/answers for an average call time of 50 minutes per call. I analyzed the ticket patterns for common issues and discovered that there was a large volume of tickets with similar issues so I created a template for each call that would get to the root cause of the issue faster than random questions. Shared the analysis and templates with team leads and managers, which resulted in favorable responses and implementation with staff. Additional training and templates uploaded decreased call times by an average of 50%.

NOTABLE ACCOMPLISHMENT:

**Averaged
\$40k/month in
savings through
enrollment
improvements.**

AVADYNE HEALTH - SAN DIEGO, CA

Sep 2010-Jun 2016

Seventh largest healthcare technology and revenue service with more than 250 hospitals in 38 states

DIRECTOR, CLIENT SUPPORT SERVICES

Provided support in IT and revenue cycle services for over 30 clients in multiple states. Served as next level escalation point for clients, account managers, and project managers for the resolution of any issues or concerns regarding platform, billing, and collection activities. Frequently served as interim COO during out-of-office time frames. Managed 14 direct reports and 21 indirect reports.

KEY ACHIEVEMENTS:

- Implemented a project QA Analysis process, reducing operational redundancies by 25% and increased revenue by 30%.
- Led ticket resolution improvement project, increasing automation by 15%.
- Added knowledge base database and ticket categorization, and incorporated SLA management to reduce response times by 80%.
- Created knowledge base documentation database that improved customer onboarding time by 30%.

NOTABLE ACCOMPLISHMENTS:

Enhanced security of login portal. Inconsistencies and error messages on portal login page needed to be fixed prior to authorized release but were not. Following the release, over 4k users were unable to log in and crashed the voicemail

system then clogged the support email box. Rallied all hands-on deck and delegated tasks to address all issues, assigned someone to take the Quick Hit User Login training doc and make copies for all, assigned a group to deal with return calls, assigned a group to take charge of email responses and to contact users for login resolution. Through clear delegation and direction, it took only hours for everyone to resolve user issues. Clients eventually emailed a huge thank you for the quick resolution turnaround. The activities spiked the CRM ticket volume by 1000 (grouped by customer) and closure times improved 80% by dedicated task force.

Used honey to catch flies. New team lead's behavior created tension and anxiety with the team of four that impacted workflow, absenteeism, and team morale. I documented each team member's concerns, spoke with my manager, and created a plan to speak to team lead for input. Broke team into two groups of two and devised non-threatening method to talk through issues with team lead. Each person was able to speak and be heard, and relationships between team members and leader improved. This team building process improved morale, increased productivity by 45% and the department was able to move forward without anxiety and resentment.

XIFIN, INC. – SAN DIEGO, CA

Sep 2007-Sep 2010

Healthcare technology solutions provider

PROJECT MANAGER

Responsible for multi-location laboratory billing projects, including time and resource management, issue and risk management, and project execution. Implemented IT billing rules and collections processes within the laboratory accounts receivable software program. Oversaw highest-revenue, largest lab account plus one additional lab account. Managed 20 direct and indirect reports.

KEY ACHIEVEMENT

Developed user-friendly client self-service training enhancements, saving a monthly average of 30% in customer support costs.

KEY ACHIEVEMENTS:

- Directed and led team projects focused on continuous improvement and streamlining processes.
- Cultivated strong vendor and client relationships. Successfully implemented largest SaaS laboratory customer.
- Driver of Salesforce implementation and conversion, running pre and post data metrics. Worked with Salesforce development and provided training.

NOTABLE ACCOMPLISHMENTS:

Provided training and documentation process to customer support department.

Customer Support team had ticket templates and no hand-off documentation to help with the project details, forcing customers to explain backstory and causing frustration all around. I compiled a planning document that included all the post-implementation issues, created a Client Self-Service Quick Hit Training document and FAQ to use prior to contacting support team, shared the documentation on a shared drive by respective folders, and presented to management. Trained Project Managers and Customer Support on the information. The additional documentation and training improved customer satisfaction and saved an average of \$30k in customer support labor costs.

Created process for largest laboratory account. When assigned the biggest laboratory account realized there was no training and limited past project documentation. Once I gathered and documented the customer requirements, I met with management and presented the information according to the implementation, added customer requests, and a timeline. Due to massive size of project I asked for and received additional staff to aid in implementation. I created all required documents, set weekly team meetings and completed the implementation in nine-months, ahead of the one-year schedule. Built a solid relationship with the customer, who was 100% satisfied, and this project was modeled moving forward. The quick implementation increased revenue by \$115k in early completion bonus.

IMAGING HEALTHCARE SPECIALISTS - SAN DIEGO, CA

Feb 2005-Sep 2007

San Diego's leader in outpatient diagnostic imaging

TRAINING SUPERVISOR

Led design and delivery of radiology front office administrative processes. Served as traveling front office training manager, overseeing key functions within the revenue cycle for six clinic sites. Ran and analyzed rolling 12-month financial analytics on radiology performance for all clinic sites. Translated and provided data to executive team for strategic planning. Managed 30 direct reports and 35 indirect reports.

KEY ACHIEVEMENTS:

- Developed essential transactions designed to reduce billing errors, improve time to appointment, on-site collections, and conduct monthly revenue score cards.
- Served on HIPAA Compliance Committee.
- Decreased outstanding days sales by 30% first year.

NOTABLE ACCOMPLISHMENT:

Implemented Six Sigma methodologies to increase collections 45% during first three months. Managing six clinic sites in San Diego and South Orange County presented a challenge with team building, standardizing processes, and staff communication. Standardizing processes across clinic sites was improving productivity and patient experience but each site team wanted to know how effective the standardizations were across the board. I created a weekly summary template that included stats of how each site was doing in the areas of collections, fact sheet errors/improvements, scheduling, and check-in processes, next day patient appointment prep, and requested monthly rewards for signification improvement. Began tracking processes and provided weekly email to all sites with the stats per site. All sites realized increases in process improvements by as much as 45% after the first three months.

KEY ACHIEVEMENT

LEAP award winner my first year in role for going "above and beyond."

SYNOPSIS OF EARLY CAREER - HEALTHCARE MANAGEMENT

RADY'S CHILDREN'S HOSPITAL, HEALTH INFORMATION TECH - Medical records management including document management, physician documentation, risk management, and patient record transport

CENTER FOR WOMEN'S MEDICINE, MEDICAL RECORDS MANAGER - Medical records and front office in-patient scheduling, chart keeping, dispute resolution, revenue billing and collections. Managed five direct reports and four indirect reports

PREMIER TREATMENT CENTER, FRONT OFFICE MANAGER - Managed general operations including patient billing and dispute resolution, appointment scheduling, eligibility screening, creating electronic health records and billing claims. Managed three direct reports.

SYNOPSIS OF EARLY CAREER – OTHER

GOTTSCHALK'S, RETAIL SALES ASSOCIATE FLOATER

KATHY WRIGHT AND COMPANY, FLORAL EVENT PLANNER

TECHNOLOGY TOOLBOX

Asana Project Task Manager, SharePoint, Visio, Microsoft Office Suite (MS Project, PowerPoint, Excel, Word, Access), Smartsheet, FileZilla SFTP, BrickFTP/Files.com, HL7 Spy, Atlassian, Amazon Chime, WebEx, GoToMeeting, JoinMe, Jump Share, Microsoft Teams, OneNote, XML, XML Notepad, Windows PowerShell, MS SQL Database, MS-DOS, Microsoft Dynamics, CRM, My SQL Database, SugarCRM, Salesforce, QA Testing Software, Constant Contact, Confluence, Concur, Expense Sheets, EDI File Management System, Meditech, DR Systems, DICOM, PACS, Peachtree

VOLUNTEER EXPERIENCE

Past Volunteer, Sharp Hospice Home, San Diego, CA; Community Ceiling Cork Gluer, Giardino's Restaurant

Career Mentor – Serve as a mentor, past and present, for colleagues in career change

Additional information is available at <https://rominahogue.workfolio.com>