

## CRISS GARCIA

PO BOX 1051, JACKSONVILLE, OR 97530

(541) 326-5920

criss@crissgarcia.com

<http://www.linkedin.com/in/theraven>

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I am a program manager with an entrepreneurial mindset at the intersection of health, technology and business. I focus on building the teams, skills and capabilities needed to transform the organizations I work in.

## RELEVANT QUALIFICATIONS & PROFESSIONAL EXPERIENCE

### **Asante Health System, Medford, OR 97520**

Asante Health System is a non-profit organization providing high-quality healthcare services to more than 580,000 people throughout nine counties in southern Oregon and northern California. As the largest regional healthcare provider Asante's 5,000 employees staff two regional referral medical centers including a level II trauma center, a community hospital and a large network of specialty and primary care clinics.

#### **Population Health Program Manager**

**10/1/2017 to Present**

- Managing Organizational Restructuring, Cultural Transformation and Process Related Change Initiatives
- Communicate and implement the strategic direction of Population Health program at Asante by developing financial and clinical transformation of business to value based care.
- Integrate planning, timing, sequencing and delineating the interdependencies and critical success factors amongst the six components of the Population Health Strategic Plan.
- Leads, tracks and holds accountable the decision making process related to Governance and Management, Finance & Contracting and Clinical Product Optimization from a Population Health perspective.
- Architect, develop and maintain Asante's strategic position within the Health Alliance of Southern Oregon.
- Work closely with stakeholders to coordinate resources, understand integration requirements between work efforts and establish priorities in support of strategic goals.
- Tracked and drove accountability for KPI performance defined within Asante's strategic Medicare Advantage payer partnerships.
- Developed and drove a strategic overhaul of Primary Care to deliver better patient access and Provider productivity.
- Implemented a comprehensive business analytics program integrated with Epic EHR to administer Provider quality compensation program tied to system performance objectives.

#### **Project Manager**

**10/3/2015 to 9/30/2017**

- Led \$1.2M project to implement "Positive ID" bedside collection and medication scanning in Epic Beaker, on time and under budget.
- Led migration/conversion effort for 158 lab and transcription interfaces to Epic Beaker over an 18 month period, on time and under budget
- Responsible for managing projects, which include the evaluation, selection, development, implementation, upgrade of major clinical, patient management, business and strategic systems application software.
- Identify and develop project goals and scope, impact analysis, timelines, implementation strategies and evaluation methods.
- Identify decision-making issues and key stakeholders, develop and implement strategies to encourage and obtain stakeholder and/or community awareness and support, and identify project partners.
- Identify and coordinate with program and advisory committees, administer project budgets, authorize expenditures and develop and monitor contracts.
- Coordinate publicity and development of informational materials.
- Train and advise staff, project advocates, and project participants as required.
- Measure, evaluate and communicate project performance.
- Follow established project management and system selection methodologies.
- System-wide project leadership for all Asante entities and locations.

**Sr. Application Analyst****2/27/2012 to 10/1/2015**

- Developed the second non-government Health Information Exchange in the US, the first and largest in Oregon. \$2.5 M effort delivered on time and under budget
- Directly responsible for integrating all regional lab system interfaces into a single source longitudinal record.
- Assess, document and coordinate the implementation of clinical practice data exchange interfaces;
- Design and implement SharePoint application workflows to coordinated project document sharing and change control communication;
- Assist in the coordination and monitoring of the design, development, modification and implementation of information technology applications within Asante;
- Provide technical support and leadership for the database environment;
- Provide and design tools to assist in the management of the database and client/server environment
- Assist in training technical support, applications development, and Super Users in effective utilization of databases.
- Perform special projects and assignments concerned with advance needs and requirements with minimum supervision.
- Provide advanced tier technical support.

**City of Ashland, Oregon, Ashland, OR 97520**

The City of Ashland, Oregon provides water, electric and Internet utility services for approx. 12,000 households. Annual organizational budget of approximately \$100 M includes over 220 employees operating in eleven departments over six major facilities, including City Hall, fire and police stations.

**Sr. Information Systems Analyst / IT Architect****8/17/2010 to 2/24/2012**

- Lead software and database project planning and development team;
- Oversee and direct work of Programmer Analyst team;
- Strategic initiative planning and development;
- Assist IT Director with capital project planning, budget, resource allocation;
- Identify best practices and industry trends to plan future infrastructure needs;
- Create services-skills catalogs, skill matrices, conduct staff skill assessment and performance training;
- Organizational continuity planning, risk management, backup & disaster recovery planning;
- Apply Enterprise Architecture principles to customer and vendor partners as service interfaces;
- Develop IT SOA Architecture standards for all departments and software applications/services at the City;
- Agile Project Charter Development and Stakeholder Management;
- Design and develop an online customer billing portal with yearly revenues processing in excess of \$1.37 M;
- Project Manager in charge of major re-branding effort developing new enterprise logo design;
- Develop cable modem vendor service self-management portal;
- Project Manager overseeing \$500,000 procurement and implementation of UBS for Finance Division;
- IT liaison to the Red Flag Committee; Oversee PII compliance for the City data systems;
- IT liaison to IT Steering Committee, negotiate, oversee and direct strategic interdepartmental initiatives,
- Draft key Information Technology policies, procedures, standards and guidelines for final executive approval;

**Sr. Database Programmer/Systems Analyst****11/1/2004 to 8/17/2010**

- Plan, assess, plan and develop or procure new application implementations;
- Oversee financial system audit compliance;
- Develop and implement IT Architectural Stack plan;
- Implement virtualization initiative (ESX VMWare) for database and web service architecture;
- Integrate NAS based file storage system (EMC Celera 4) for protected backup strategy;
- Allocate and manage SAN based shared VMWare storage allocation pool for backup & redundancy;
- SharePoint intranet and staff directory development;
- Develop System Up-time and Staff Performance Benchmarking Standards;
- Develop secure WAN, emergency services connectivity, utility inventory and work order processing portal;
- Integrate Tadaran PBX into automated performance monitoring and reporting system;
- Develop and deploy an updated Utility Billing System for the utilities department using C#/MSSQL with more than \$25M in annual revenue. This Utility Billing System calculates, creates and prints bills for approximately 12,000 households on a monthly basis for the city's diverse rate system including cable TV, cable modem, electricity and water usage in addition to fixed assessments;
- Maintain & Administer the City's electronic document archive system (Laserfiche);

- Guide development and support for law enforcement, fire department, CERT;
- Administer door access control system (DoorMan), audit reporting;

### **Vortex Inc., Ashland, OR 97520**

Vortex provides custom network, e-commerce and software development services on a consultative basis for small to mid-sized companies. Organization consists of approximately 25 employees and annual revenues of approximately \$10 M and is the product of the merger between several local technology companies that I either worked with or had a ownership stake in during this time.

#### **Founding Partner, Board of Directors**

**6/2000 to 10/28/04**

- Plan, develop and maintain database & systems architecture;
- Develop, implement and test system backup and disaster recovery plans;
- Assist employees with programming data access queries and interfaces.
- Troubleshoot performance and security issues.
- Develop custom reports and queries for customer databases using MS SQL, Oracle, MySQL;
- Plan and develop IT Systems architecture;
- Identify trends and provide systems road map for technology development;
- Manage prospective customer marketing, sales activities and business operations development;
- Outlook e-mail service hosting & consultation;
- Develop critical skills training and resource management plan;
- Conduct personnel performance reviews, hiring, firing and compensation decisions;
- Implement equipment procurement & replacement schedule;
- Manage and maintain hosting and data storage facility;
- Oversee change control and deployment management systems;
- Administer VPN/VLAN setup and hosting;
- Maintain secure network storage array; WAN backup services;
- Support business customers technology information infrastructure, cable modem, direct fiber;

### **Project A Inc., Ashland, OR 97520**

Project A is custom software developer whose primary focus is on intranet and website development for local government organizations.

#### **SQL Specialist/Database Administrator**

**10/1/2000 to 2/7/2002**

- Develop in multiple development environments;
- Create over thirty municipal government websites in five western states;
- Develop a full service web product line for government and industry (SIB/GIB);
- Develop and administer data architectures for MS SQL Server versions 6.5 and 7.0;
- Design schema and conduct relational database analysis;
- Develop replication topology for company and its clients;
- Implement cross platform data imports and exports for government clients (Electronic Document Interchange);
- Institute Object Oriented Programming methods and automated testing protocols;
- Expertly use Visual Basic, COM, COM+, VBScript, Javascript, MSAccess, DHTML, some C++;
- Accept primary responsibility for development in government and health care management applications;
- Participate and pursue small group Agile/RAD development principles;
- Embody essential personal time management skills;
- Installation, backup and administer 175+ SQL Server databases residing on multiple remote and local servers;

### **Bear Creek Operations, Inc., Medford, OR 97501**

Bear Creek Operations, Inc is a vertically integrated multi-channel specialty retailer and producer of branded premium gift-quality fruit, food products and gifts marketed under the Harry and David, Wolferman's and Cushman's brands. Currently owned by 1-800-Flowers.com, organization consists of 2500 year round and approximately 8000 seasonal employees averaging more than \$400 M in sales.

#### **Sr. Programmer Analyst**

**1/2000 to 5/2000; 2/2002 to 4/2002**

- Design and administer solutions for DB2 and SQL Server databases;
- Maintain multiple replication linked MS SQL Server 7.0 shipping databases across multi-state WAN;
- Develop and maintain data transfer and archival utilities and tools using Visual Basic 6 and MSSQL 2000;
- Enable uniform configuration of system client software and databases.
- Implement incremental feature development and database version migration processes;

- Develop IS Financial System used by all of its subsidiary companies;
- Coordinate executive stakeholder management, acceptance and team project readiness communications;
- Provide first tier software support for more than twenty shipping lines in three to four states simultaneously;
- Provide IS project planning tools, capital allocation, ROI and "what if" capabilities for executive management;
- Provide outlying fiscal years' budget and cost analysis tools to senior management;

### **Plexis Healthcare Systems, Ashland, OR 97520**

Plexis Healthcare is a privately held benefit administration software solution provider for managed health care providers.

### **Electronic Data Interchange Team Leader**

**11/17/97 to 1/14/2000**

- Oversee and direct the work of other EDI Team developers;
- Manage communications and plan deadlines for client projects;
- Design, develop and maintain software features, modules and utility products for a suite of health care software;
- Work directly with clients and end users to assure data integrity and system reliability;
- Maintain format integrity and field mapping for large volumes of transactional and medical data;
- Direct involvement at all phases of project development life cycle;
- Use a variety of programming languages and tools in a wide range of network environments;
- Leverage MS SQL and Access query writing skills and conduct bulk data copy processing;
- Develop data transfer and medical health care tools using Visual Basic 5, MS SQL 7.0 and MS Access 97;
- Develop a wide variety of import and export formats, forms and tools using object class variables;
- Design a groundbreaking EDI application architecture;
- Assist technical writers and testers with feature documentation;

## **EDUCATIONAL BACKGROUND**

**University of Montana**  
**Bachelor of Arts with Honors**  
**Biology, Environmental Emphasis**  
**Missoula, MT 59812**

**University of Oregon**  
**Lundquist School of Business**  
**Master of Business Administration**  
**Eugene, OR 97403**

## **ONGOING EDUCATION**

### **Project Management Professional**

Project Management Institute, License 1801977

April 2015-April 2021

## **VOLUNTEER WORK**

### **Southern Oregon Regional Solutions Advisory Committee**

- Executive Appointment by Oregon Governor Kate Brown
- The Regional Solutions Program is attached to the Governor's Office. The Regional Solutions program works with state agencies, local governments, public and private sectors, and philanthropic organizations as appropriate to identify regional priorities for community and economic development, develop and coordinate regional projects, address issues and seize opportunities.

### **Rogue Valley Area Commission on Transportation**

- The Oregon Transportation Commission (OTC) establishes state transportation policy. The commission also guides the planning, development and management of a statewide integrated transportation network that provides efficient access, is safe, and enhances Oregon's economy and livability. The commission meets

monthly to oversee Department of Transportation activities relating to highways, public transportation, rail, transportation safety, motor carrier transportation, and drivers and motor vehicles.

### **City of Jacksonville, OR 97530**

Jacksonville, Oregon is a municipality in southern Oregon with a population of 2,860. The city provides independent police, fire and water services with an annual budget of approximately \$10M.

#### **City Councilor**

**2012 to Present**

City councilors act as members of the budget committee, advisors to the mayor and advocates of the citizens. I am the liaison to the parks committee and act as a guide and advising manager for Jacksonville's municipal government.

Responsibilities include:

- Preparing and approving an annual \$10 M municipal budget;
- Representing and advocating for the citizens of Jacksonville in the municipal process;
- Conducting and participating in public meetings;
- Making quasi-judicial decisions on code intent in cases of appeal;
- Granting exceptions and/or specifying permit conditions for approval;
- Representing Jacksonville in regional forums;

#### **Planning Commissioner**

**2011 to 2012**

The Planning Commission advises the Mayor, City Council and City Departments on a broad array of issues related to land use, transportation, and neighborhood planning, goals and policies. Commissioners oversee new building permit applications, existing structure review and remodeling code compliance.

Responsibilities include:

- Conducting and participating in public meetings;
- Making judgement calls on code intent;
- Specifying permit conditions for approval;
- Site visits;
- Reviewing Zoning Districts;
- Defining Historic District use compliance;

### **Ashland Elks Lodge Ashland, OR 97520**

**Exalted Ruler, 2007-2008  
Est. Leading Knight, 2006-2007  
Lodge Trustee, 2004-2006**

The Ashland Elks is a non-profit organization of approximately 800 members locally dedicated to community service that works to ensure that childhood health and education,. With an annual budget of approximately \$2 million, eight staff and numerous volunteer events to coordinate, my leadership role was at different times that of a CEO and a member of the trustee board. It was a critical requirement to know and uphold the statutes and bylaws and requirements of the local and national organizations, along with state law and local regulations as they pertain to charter non-profits. My participation in this organization is founded on the belief the everyone should have a chance to reach their full potential as citizens and members of society

**These positions required:**

- Strong public speaking skills;
- Leading and participating in local, regional and national meetings;
- \$2 M Annual Budget preparation and approval processes;
- Member recruitment and event oversight/planning;
- Organizational and committee level consensus building;
- Formulating and communicating clear goals;
- Personnel employment decisions including annual reviews, hiring, firing and compensation;
- Oregon Lottery Commission Background Check;
- Member mediation and disciplinary assessment;