

## **DAN HERNANDEZ, MBA, CFE**

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### **Professional Objective**

Acquire a challenging position with administrative, financial and/or operational management responsibilities against which my expertise can be leveraged to deliver efficiencies; enhance fiscal accountability and transparency; and promote responsible expansion of an organization. Position should offer many growth and learning opportunities for an ambitious, dedicated individual with the leadership abilities needed to succeed.

### **Profile**

- Extensive business experience comprised of corporate compliance and governance; payables, general and budget accounting; financial and performance auditing; purchasing and materiel management, and retail and real estate investments.
- Excellent communicator with the ability to actively manage change.
- Tenacious in developing and implementing sound financial practices; developing and promoting organizational goals and objectives; and forging and fostering strong collaborative relationships with colleagues and external business partners.
- Energetic, innovative and resourceful with the proven ability to meet a challenge.
- Successfully demonstrated leadership through strategic visioning and management of highly complex challenges within dynamic environments through roles ranging from individual contributor to the executive team, board room and civic level.
- Seasoned in directing the work of an organizational unit, ensuring the success of one or more specific major programs or projects.

### **Experience/Accomplishments**

#### **Corporate Compliance/Governance**

- Provided vision, leadership and strategic direction by planning, directing and coordinating compliance-related functions in support of an effective corporate responsibility and compliance program.
- Served as a strategic member of the executive team and direct report to the audit committee of the board.
- Responsible for creating, implementing and/or administering a corporate responsibility and compliance program in two health care environments: a hospital district and a two-hospital system.
- Oversaw the satisfaction of federal mandates relating to a Corporate Integrity Agreement for the two-hospital system.
- Represented the organization in discussions with the Office of Inspector General and Department of Justice in matters relating to a Corporate Integrity Agreement.
- Represented the organization on boards, associations and other groups aligned with healthcare compliance initiatives.
- Provided the executive team and board with timely and concise reporting of compliance related matters.
- Developed HIPAA expertise during the development of a Privacy program for the hospital district and later maintained that expertise as a Privacy Officer for the two-hospital system.

- Utilized matrix management for resolving highly complex matters, involving key stakeholders to achieve comprehensive solutions with effective and sustainable implementation.
- Conducted fraud risk assessments across many areas of both organizations.
- Reviewed, updated and/or recommended policy and procedure development to support increased oversight and compliance with regulations.
- Developed and conducted formal training of workforces in excess of 2,000 staff at all levels of the two-hospital system to validate staff understanding of policy/procedure design, implementation and intent.
- Coordinated and completed in-depth regulatory and legislative research to support consultative services to the executive team and others.
- Monitored and/or conducted research or investigations on compliance/governance matters reported through “hotlines”.
- Monitored progress toward strategic organizational goals, evaluating organizational performance and taking action to improve performance.
- Worked under limited direction with extensive latitude for the use of initiative and independent judgment.

### **Accounting/General Business**

- Provided vision, leadership and strategic direction by planning, directing and coordinating the financial functions supporting a division’s financial resources in collaboration with eight department directors.
- Created, implemented and/or administered budgets consisting of up to \$200 million, \$50 million and \$20 million in revenue, operating and capital funds, respectively.
- Assisted in the development of a patient revenue enhancement program for the hospital district.
- Assisted in a business valuation and due diligence initiative for an anticipated acquisition of a hospital by the hospital district.
- Conducted space planning and needs assessments relating to facility needs for departments within the division, coordinating and facilitating support services to meet defined business needs.
- Supervised an accounts payable function, providing necessary training, mentoring and coaching to develop staff and ensure satisfaction of the function’s goals and objectives.
- Conducted bank account reconciliations and related research in a general accounting setting.
- Monitored progress toward strategic organizational goals, evaluating organizational performance and taking action to improve performance.
- Developed and implemented business plans founded upon strong research and strategic visioning.

### **Auditing/Internal Controls**

- Conducted internal control risk assessments, leading to the development of audit plans and audit programs.
- Planned, conducted and led financial and performance audits and nonaudit services.
- Reported findings to key stakeholders, including recommendations and changes for operational and financial procedures to management.
- Managed the audit follow-up process, ensuring the implementation of recommendation commitments.
- Trained audit recruits on audit processes, programs and tools.
- Provided consultative services to management to maximize operations and minimize costs.
- Performed quality assurance reviews to ascertain work product compliance with Generally Accepted Government Audit Standards.
- Developed and delivered training to audit staff on quality control standards.

- Instrumental in developing and documenting the quality control system for the audit function, through the research and development of relevant policies and procedures.

### **Purchasing/Materiel Management**

- Provided vision, leadership and strategic direction by planning, directing and coordinating purchasing functions in support of an effective procurement program.
- Provided “turn-around” leadership in an interim role, prior to assuming directorship, in the hospital district setting.
- Managed and led, through two mid-level managers, a full service staff of 35 FTE’s ranging from clerical to professional with all aspects of hiring/firing, ensuring personnel and professional development and growth, resolving conflict resolution, dispensing progressive discipline, conducting fair and just performance evaluations and recognizing and praising positive performance, which collectively led to a core team enabling departmental transformation.
- Responsible for evaluating daily and strategic activities for a department generating in excess of \$120 million in equipment, supply and service transactions organization-wide.
- Ensured purchasing activities complied with applicable county, state and federal procurement regulations affecting purchases of all types: sole source purchases, purchase order acquisitions, contract purchases, professional service contracts, major construction bids.
- Implemented the material management component of an integrated accounting system.
- Developed and implemented a Historically Underutilized Business (HUB) procurement model to create opportunities for additional Small, Minority and Women-Owned business participation.
- Monitored progress toward strategic organizational goals, evaluating organizational performance and taking action to improve performance.

### **Civic Experience**

- Elected member of the Cedar Hill Independent School District Board of Trustees since 2002. Responsible for oversight and performance of the Superintendent/CEO; and oversight and approval of the district’s \$57 million operating budget, \$13 million debt service budget and all district policies. Exercised policy-making and other executive functions.
- Individual accomplishments include:
  - Board offices held: President of the Board - 2006 to 2009, 2011-2012; Vice-President of the Board from 2003 to 2005, 2010-2011.
  - Advocate for 8,200+ children enrolled in our district.
  - Respected and trusted by the community, supported for re-election in 2005, 2008 and 2011.
- District accomplishments include:
  - Only Texas Education Agency (T.E.A.) “Recognized” district in Southern Dallas County.
  - Recipient of Comptroller’s Leadership Circle “Gold” Award four consecutive years.
  - Recipient of “Superior” rating for Financial Integrity Rating System of Texas (F.I.R.S.T) for 7 consecutive years.
  - Adoption of a community-developed Strategic Plan with emphasis on the following priorities: Curriculum and Instruction; Personnel, Community Engagement; World-Class Education System; Family Engagement; Character Education; Student Profile; and School Environment
  - Board recognized as a 2012 TASA Honor Board (one of top five school boards state-wide).
- Highly committed to faith and other civic-minded activities, such as the following:
  - Holy Spirit Catholic Church: Past Member, High School Youth Commission; Past Coordinator, Altar Server Ministry; Past Member, Safe Environment Committee; Past Commissioner, Faith Formation Commission; Member/Officer, Knights of Columbus
  - Past Troop Leader, Boy Scouts of America (BSA) - Troop 541, Cedar Hill (2001-2007)
  - Past Chairman, School Night for Scouting, Wisdom Trail District (2003-2005)

## Employment History

### **State of Texas/Health & Human Services Commission/**

#### **Office of Inspector General**

- Auditor V (Quality Assurance)
- Auditor IV (Cost Report Review)

Current  
July 2009 to Current  
April 2006 to June 2009

### **Hernandez Holdings, LLC**

- Managing Partner/CEO

December 2004 to Current

### **University Medical Center Inc.**

(St. Paul and Zale Lipshy University Hospitals)

- Corporate Compliance (and Privacy) Officer

October 2003 to December 2004

### **Parkland Health & Hospital System**

- Director, Corporate Compliance
- Director, Business Affairs/Compliance
- Director, Purchasing
- Auditor, Policy and Procedure Compliance

July 1990 to October 2003  
May 2000 to October 2003  
January 1995 to May 2000  
January 1992 to January 1995  
July 1990 to January 1992

### **Federal Home Loan Bank of Dallas**

- Internal Auditor

June 1988 to July 1990

### **Southland Life Insurance Company**

- Internal Auditor
- General Ledger Analyst

October 1984 to March 1988  
April 1985 to March 1988  
October 1984 to March 1985

### **Southwestern Life Insurance Company**

- Accounts Payable Supervisor
- Intern: General Accounting

Summer 1981 to October 1984  
February 1984 to October 1984  
Summer 1981 and Summer 1982

## Education

Amberton University, 1700 Eastgate Drive, Garland, Texas 75041

- Master of Business Administration – Management November 2000
- Bachelor of Business Administration – Accounting May 1990

## Professional Certifications/Affiliations

Certified Fraud Examiner

Member - Association of Certified Fraud Examiners

Leadership TASB, Certified Master Trustee

Graduate – Leadership TASB, Class of 2013

Member – Texas Association of School Boards (TASB)

## **Other**

Bilingual: Spanish

## **References**

Available upon request