

**EMPLOYMENT APPLICATION**

ORANGE COUNTY  
333 W. Santa Ana Blvd  
Santa Ana, California 92701  
HRS@ocgov.com  
<http://www.ocgov.com/jobs>

Rodriguez, Gustavo A  
0010E1-1212-054(O) AUDITOR-CONTROLLER

Received: 1/9/13 10:16 AM

For Official Use Only:

QUAL: \_\_\_\_\_

DNQ: \_\_\_\_\_

☐ Experience

☐ Training

☐ Other: \_\_\_\_\_

**PERSONAL INFORMATION**

POSITION TITLE:  
AUDITOR-CONTROLLER

EXAM ID#:  
0010E1-1212-054(O)

NAME: (Last, First, Middle)  
Rodriguez, Gustavo A

SOCIAL SECURITY NUMBER:  
N/A

ADDRESS: (Street, City, State, Zip Code)

HOME PHONE:

ALTERNATE PHONE:

EMAIL ADDRESS:

DRIVER'S LICENSE:  
☐ Yes ☐ No

DRIVER'S LICENSE:  
State: CA Number:

LEGAL RIGHT TO WORK IN THE UNITED STATES?  
☐ Yes ☐ No

**PREFERENCES**

PREFERRED SALARY:  
\$75.00 per hour; \$140,000.00 per year

ARE YOU WILLING TO RELOCATE?  
☐ Yes ☐ No ☐ Maybe

WHAT TYPE OF JOB ARE YOU LOOKING FOR?  
Regular

TYPES OF WORK YOU WILL ACCEPT:  
Full Time

SHIFTS YOU WILL ACCEPT:  
Day

**OBJECTIVE:**

I am searching for an opportunity to work in a management financial/accounting position where I can make a meaningful contribution using my prior experience and training

**EDUCATION**

Nothing Entered For This Section

**WORK EXPERIENCE**

Nothing Entered For This Section

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills**

Nothing Entered For This Section

**ADDITIONAL INFORMATION**

Nothing Entered For This Section

**REFERENCES**

Nothing Entered For This Section

**Agency-Wide Questions**

1. **What is your desired work location?**  
Any
  2. **Are you a current or former County of Orange employee?**  
No
  3. **What is/was your Job Title?**
  4. **Please provide your employment dates with the County of Orange.**
  5. **What Agency/Department do/did you work for?**
  6. **If you selected Other in question 5, please specify in the text box below.**
  7. **If formerly employed with the County of Orange, what name were you employed under?**
  8. **How did you hear about this position?**  
Other
  9. **May we contact your current employer?**  
yes
- 

The following terms were accepted by the applicant upon submitting the online application:

Certificate of Applicant – By clicking ACCEPT, I certify that all statements made in this application and the attachments are true and I agree and understand that misstatements or omissions of any material fact may be cause for further investigation and may lead to disqualification or dismissal. I also grant permission for the County to verify any and all information contained within by contacting former employers and schools, etc.

This application was submitted by Gustavo A Rodriguez on 1/9/13 10:16 AM

## CALIFORNIA BOARD OF ACCOUNTANCY

Licensee Name: GUSTAVO A RODRIGUEZ  
License Type: Certified Public Accountant  
License Number: 114219  
License Status: CLEAR [Definition](#)  
Experience Completed: A [Definition](#)  
Expiration Date: October 31, 2014  
Issue Date: January 04, 2012  
Address:  
City:  
State: CA  
Zip: 92838  
County: ORANGE  
Disciplinary Actions/License Restrictions: No

No records returned

**This information is updated Monday through Friday - Last updated: JAN-08-2013**

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# PEPPERDINE UNIVERSITY

STUDENT INFORMATION AND SERVICES

January 9, 2013

## DEGREE VERIFICATION

**RE: GUSTAVO A. RODRIGUEZ**

This is to verify that Gustavo A. Rodriguez attended Pepperdine University, The George L. Graziadio School of Business and Management, Presidential Key Executive program from spring 1987 through spring 1988, and earned a Master of Business Administration (MBAP) degree on April 16, 1988.

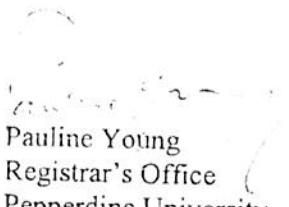
  
Pauline Young  
Registrar's Office  
Pepperdine University  
24255 Pacific Coast Hwy  
Malibu, CA 90263-7999  
Tel#: .

Exhibit 5 4/16/13  
Auditor-Controller



24255 Pacific Coast Highway, Malibu, California 90263-7999

Gustavo A Rodriguez, MBA, CPA

January 9, 2013

To Orange County Board of Supervisors

RE: Auditor Controller Application

Enclosed, please find a copy of my resume for consideration on your search for Auditor Controller.

I look forward to hearing from you soon.

Sincerely,

Gustavo A Rodriguez, MBA, CPA

Exhibit 5 4/16/13  
Auditor-Controller



## GUSTAVO A RODRIGUEZ, MBA.CPA

### EXECUTIVE SUMMARY

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Accomplished healthcare professional with integrated operations, marketing, finance, accounting and with strong combination of cross-functional experience in diverse industries and markets: hospital administration (acute and behavioral, at COO and CFO levels), managed care, disproportionate share analysis, medical group practices, IPA/MSO, auditing (Sox, internal audit, public accounting), marketing/sales, nonprofit. A management team's key financial strategist managing the financial planning, reporting and analysis for support and financial services. Record of driving strategies, initiatives and processes that generate dynamic gains in performance and operational efficiencies. Adept in leveraging business planning, information technology, and financial expertise to reduce costs and improve productivities. Skilled in relationship building and negotiations with key internal and external decision makers.

Accomplishments in:

#### FINANCE / ACCOUNTING

- ⌚ Captured \$2.25MM in 'lost' revenues for cardiology medical group within 6 months of hire.
- ⌚ Advised on rate structures, renegotiating major healthcare contracts, revenue maximization and capitation negotiations.
- ⌚ As hospital CFO, member of team inducted into the 'Circle of Excellence' of major multi-hospital company.
- ⌚ Implemented accounting/financial management system for start IPA/MSO including capitation IBNR accruals.
- ⌚ Reconciled BS accounts generating account adjustments to reduce audit cost in record time for year end audit.
- ⌚ Converted for-profit hospital to not-for-profit status. Revaluation and update of PP&E and depreciation schedules.
- ⌚ Eliminated \$150,000 in outside accounting fees bringing financial statement preparation in-house for cardiology medical group.

#### MARKETING / SALES

- ⌚ Marketing of the IPA to hospitals and top 20 health plans serving the Southern California market.
- ⌚ Envisioned, developed and implemented successful strategic marketing initiative for LatinoCare (IPA/MSO).
- ⌚ Gained access to premier imaging company securing contracts generating \$250,000/year in MD directorship and reading fees.
- ⌚ Designed and implemented web-site presence for Cardiology group. Followed up with marketing promotional material.

#### MIS / TECHNOLOGY

- ⌚ Pioneered concept of downloading appointment schedules on smartphones to maintain tight control on outsourced dictations.
- ⌚ Worked with practice software developer to restore corrupted tables on newly installed software to preserve warranties.

#### AUDITING / SARBANES-OXLEY

- ⌚ Auditor for international CPA firm (PwC) rotating through Healthcare division, Tax Department, Advisory Services and Audit.
- ⌚ Internal auditor: internal control, financial/operational audits of 16 hospitals in California for major multi-hospital company.
- ⌚ Documentation, testing and remediation of 4 Acute Care hospitals' revenue cycle in compliance with Sarbanes-Oxley.

#### MANAGEMENT / OPERATIONS / MANAGED CARE

- ⌚ Restructured billing and collections department reducing payroll cost by \$375K per year within first year.
- ⌚ Implemented new vendor contracting checklist to aid in the credentialing and contracting with 1,200 vendors yearly
- ⌚ Experienced with start-up, turnaround, aggressive growth environments, and restructuring to streamline operations.

#### CONSULTING / ADVISORY SERVICES / NOT-FOR PROFIT

- ⌚ Prepared 3 yearly reconciliation and valuations of Not-for profit Foundation's gifts, endowments, pledges, unrestricted gifts, CRTs & testamentary gifts for annual report disclosure. Investment review activity to ensure accurate recording of gifts.
- ⌚ Implemented internal control and procedures, reconciling 30 Medical Genetic's grants in excess of \$35 MM, avoiding inaccurate accounting and assuring compliance with the grantor's terms and conditions.
- ⌚ Set up of financial management system for Latino Care's IPA & MSO's including IBNR calculation, budget, PR, AP, AR and Taxes.
- ⌚ Restructured Finance and Administration Services of Not-for Profit agency, leveraging strengths of key managers to better safeguard assets and process financial information accurately and timely to the Department of Disabilities Services (DDS).

### PROFESSIONAL EXPERIENCE

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**FINANCIAL MANAGEMENT CONSULTANT – MD Biz Strategies, LLC– Key Projects – (Southern California) – 2006 to 2012**

**INTERIM TAX ACCOUNTANT / PERSONAL FINANCIAL PLANNER – Santa Fe Accounting – Placentia, CA – 2012 – to Present**

Set up accounting software, IT system for new accounting tax firm. Personal, Partnership & Corporate Tax Returns.

**INTERIM FINANCE MANAGER – Regional Center (Not-for Profit) – San Bernardino/Riverside Counties – 2012 – 2012**

Provide hands-on financial and administrative support services leadership to \$340MM and 550 employee not-for profit agency to the Department of Disability Services (DDS) of the State of California. Oversight of contracting, purchase of services, vendor credentialing, accounting, payroll, IT systems. Preparation and furnishing of monthly, quarterly, and annual reports to DDS. Liaison with DDS and State of California auditors. Primary interface with Board of Trustees on all finance matters.

**INTERIM CONTROLLER / CONSULTANT - PrimeHealthcare – Sherman Oaks and Encino Hospitals - 2009 – 2010**

Liaison with outside auditors and with OSHPD cost report consultant. Getting two acute care hospitals ready in record time for year-end audit. Review and oversight of month end closings. Automated Contractual and BD allowance monthly entries.

**SOX AUDITOR / FINANCIAL CONSULTANT – Integrated Healthcare Holdings (Publicly Traded Co - Santa Ana, CA) - 2007 to 2009**

Providing Financial management support during quarterly and yearly independent audit reviews. PBC, Roll forward schedules, PP&E/Depreciation updates, BS account reviews. Capital and Operating leases analysis and reconciliations. Sarbanes-Sox Revenue cycle auditor for 4 hospitals CBO (documenting, testing and remediating); Interim CFO for Chapman Hospital.

**REVENUE CYCLE / MANAGEMENT CONSULTANT – Modesto Pain Medicine - Modesto, LB and San Pedro, CA – 2007 to 2008**

Assisted physician owners with AR management, billing and collections issues to recover backlogged collections post installation of practice management software. Monitored business office performance by VPN from Southern California .

**CHIEF FINANCIAL OFFICER / PRACTICE ADMINISTRATOR – Tricity Cardiology Consultants (Mesa, AZ.) - 2004 to 2006**

Financial and operations management of multi-site medical practice for a 21 physicians' cardiology medical group. Responsible for organizing operations and maintaining financial management/accounting system, including drafting of operating and capital budgets, accounts payable, general ledger, employee payroll, cash management disbursements analysis, financial statements and tax. Variance analysis, forecasting, and decision making cost benefit analysis. Collections of \$22M/ year with 140 employees.

**CHIEF FINANCIAL OFFICER, PRACTICE ADMINISTRATOR - Orange County Heart Institute (Orange, CA) - 1999 to 2004**

Developed the trust and confidence of the groups medical leadership through best business practices implementation, problem solving, and achievement of stated goals. Provided financial and operations management leadership to a multi-site, eleven physicians' cardiology medical group, including 4 sites in Orange County. Collections of 9.5MM per year and 75 full time employees.

**MANAGEMENT CONSULTANT – Cedars Sinai Health System (Academic Not-for profit teaching institution in LA, CA) - 1995 to 1999**

Providing financial and operations management leadership to four project areas of the Health System: • Medical Center Accounting • Foundation • Acting Financial Manager for the Pediatrics, NICU, Neonatology and Medical Genetics Research departments and liaison with the Finance Department of Cedars Sinai • CFO for LatinoCare, an IPA/MSO funded by Cedars-Sinai.

**SENIOR ACCOUNTING MANAGER – Med Partners Inc – Long Beach, CA, Management Services Organization (MSO) - 1996 -1997**

Organized Risk Pool Accounting department to prepare financial statements for 12 hospitals in California. Primary interface with hospital CFOs, presenting them with Risk Pool accounting. Directed and coordinated departmental accounting, financial planning and financial statement preparation for 27 IPAs and the Mullikin acute care hospital. Liaison IPAs Boards of Directors.

**SOUTHWEST DIVISIONAL CONTROLLER – Community Psychiatric Centers (Laguna Beach, CA) - 1991 to 1995**

Provide hands-on financial management leadership to 11 behavioral hospitals in 6 hospitals in Texas and 5 in California. Standardized month end closing procedures; product line analysis, accounting, operating budgets & receivables collections.

**CHIEF FINANCIAL OFFICER - CHARTER HOSPITAL OF CORONA – Riverside CA – 1988 to 1991**

Functional management of the hospital finance functions: Intake, call center, IT, admitting, business office, Health Information Management, case management, analytical and operational support. Responsible for attaining hospital revenue goals.

**CHIEF FINANCIAL OFFICER – Century City Hospital (TENET) – 1986 to 1988**

Planned and directed finance and accounting for high visibility turned-around hospital. Accountable for budget in excess of \$95 million, as well as general accounting, business office, admissions purchasing and utilization review.

**EDUCATION, LICENSURE, LANGUAGES, AFFILIATIONS**

MBA – Pepperdine University, Malibu, California

BS, Business Administration – California State University – LA, California

Exhibit 5 4/16/13

Auditor-Controller



Gustavo A Rodriguez, MBA, CPA

Robert Yang, MHA

Management Services Officer  
UCLA HEALTH SYSTEM

Email:

Phone:

Fax:

Cell:

Stan Jordan, MD, FASN

Professor of Pediatrics and Medicine, David Geffen School of Medicine at UCLA  
Director, Nephrology & Transplant Immunology  
Medical Director, Kidney Transplant Program  
CEDARS SINAI-HEALTH SYSTEM

Email:

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Robert Heinemeier, MBA

VP, Finance and Accounting  
INTEGRATED HEALTHCARE HOLDINGS

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