

Jorge Juan Fernández García

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Marital status: Single

EXPERTISE AREAS

- **Areas:**
 - Healthcare providers (hospitals -private and public-, healthcare authorities)
 - Pharmaceutical and biotech companies
- **Expertise:**
 - Strategic planning: regional and hospital level
 - Balanced Scorecard
 - Operations Management: Operating Rooms, Radiology Departments, Emergency Departments, Laboratories
 - Information Systems design: strategic and operational dashboards
 - Knowledge Management
 - Top Management team-building

WORK EXPERIENCE

Sept 01/ Today **ANTARES Consulting**

Barcelona, Spain

Healthcare Consultancy firm (>75 employees; >8 M € revenues)

Senior Manager

Project responsibilities – Healthcare providers:

- Strategic planning for several private and public healthcare organizations, at both the hospital and regional level
- Leading the Office for Strategic Management for a children's hospital: design and implementation of 6 projects, working jointly with physicians
- Defining and implementing *Balanced Scorecard* programs and clinical information systems in several private and public healthcare organizations
- Designing the Innovation and R&D Department for a leading healthcare institution
- Defining and implementing the new healthcare financing system (capitation) for Comunidad Valenciana (population = 4 million people, healthcare budget = 4.600.000 Billion €)
- Designing and implementing the variable compensation program for 250 physicians in a leading Spanish private healthcare organization, with the aim of behaviour alignment
- Studying and evaluating physician productivity for several private and public healthcare organizations, with the aim of determining current and future personnel needs
- Defining the care model and director's plan for a healthcare organization in order to define the space necessities for the future
- Planning the development of several clinical departments (ER, Radiology, Internal Medicine, and Admissions), with special attention to internal analysis and sector trends in the US, EU and Spain
- Designing the organizational model (clinical and non-clinical) for a healthcare organization, with the aim of defining responsibilities and decision-making processes

Project responsibilities – Pharmaceuticals and Biotechs:

- Deciding on the continuity of a Spanish business unit of a multinational pharmaceutical company, and launching a strategic alliance with a German company
- Designing the Spanish Market Access Department for a multinational pharmaceutical company, with the goal of improving the access to the key decision-makers
- Conducting market research on contrast radiological products for a multinational pharmaceutical company to determine viability of market introduction and strategic positioning in Spain
- Establishing new dynamics to target physicians for a multinational pharmaceutical company, with the aim of establishing innovative pharma sales force-physician relationships

Business development responsibilities:

- Knowledge management - director of the KM team (since January 2007); member of the content management team (since January 2004)
- Commercial responsibilities - Product Manager for QPR Software products (2002-2003)
- Recruiting - responsible for final-round company interviews (since January 2004)
- ISO 9000:2001 - Internal Auditor and team leader for internal auditories (2005)
- Mentoring scheme – responsible for mentoring 6 senior consultants (since 2007)

Skills developed:

- Team management - responsible for the development of the abilities and knowledge of junior consultants (4-6 concurrent consultants), as well as group dynamics within the executive teams
- Client management - consistent delivery of services outlined in contracts, adjusted to client's expectations, and extensive public speaking experience. Main interlocutors: CEOs, general directors, top management, politicians
- Project management - responsible for project planning, budget management (650.000 € annually. 8-10 projects per year), projects financial return, and administrative contracting processes

Results:

- Team management - securing results as a team and consultant's professional development, with multidisciplinary teams of between 3 and 8 people
- Client management - maximum of four concurrent clients and minimum of two, with high satisfaction levels, as expressed in the End of Project Satisfaction Surveys
- Project management - 100% of the projects managed within standards of profitability, defined at corporate level, during the last three years (since November 2003)

Oct-00/Jun-01 **FI SYSTEM, The Web Agency** *London, UK*
Internet Consultancy firm (>1,000 employees; >100 M € revenues)
Strategic Consultant

Responsibilities:

- Preparing competitive market and e-commerce applications research
- Developing business models to reposition firms in the context of new economic models

Skills developed:

- Problem-solving: data gathering, information analysis, synthesis
- Time management: performing effectively under time pressure and in the face of adversity, disappointment and opposition

Results:

- Recognising market opportunities for both new and current business
- Systematic intelligence gathering and business analysis in support of customers (via project work) and senior management (for sales and general market analysis)

EDUCATION

2005 **IESE Business School, Universidad de Navarra** *Madrid, Spain*
Degree: Executive Program in Healthcare Organizations (*Programa de Alta Dirección en Instituciones Sanitarias – PADIS*)
Concentration: Decision-Making, Accounting and Controlling, Leadership and Management of People, Team building and management, Financial Management, Risk Management, Operations: analysis and improvement, General Management, Strategy definition and implementation, Knowledge Management

1999-2000 **London School of Economics and Political Science (LSE)** *London, UK*
Degree: MSc. in European Political Economy (Pass with Merit (65/70). Top 5)
Concentration: European Models of Capitalism, European Political Economy, European Enlargement and EU Law, Government and Policy-Making
Dissertation title: “Flexible Integration: The Key to a Successful Deepening and Widening?” (Pass with Merit (68/70). Top 5%)

1998-1999	<u>Università degli Studi di Torino, Facoltà di Economia</u> Awarded <i>ERASMUS</i> scholarship on the basis of academic excellence Grade obtained: 27/30	<i>Torino, Italy</i>
Summer 98	<u>Economic Summer School, LSE</u> Sixty-hours program in <i>Economics of European Integration</i> Awarded scholarship to attend from the Oviedo Chamber of Commerce Grade obtained: A	<i>London, UK</i>
1994-1998	<u>Universidad de Oviedo, Facultad de Ciencias Económicas y Empresariales</u> <i>Degree:</i> BSc in Economics. GPA: 7.45/10 (Top 15%) <i>Concentration:</i> Advanced Microeconomics and Macroeconomics, Mathematics, Applied Statistics, Econometrics, International Economics, Economics of European Integration	<i>Oviedo, Spain</i>
1980-1994	<u>Colegio San Ignacio, Jesuitas</u> Awarded <i>Honours Merit</i> (Matrícula de Honor). GPA: 8.18/9 University Entrance Examination (<i>Selectividad</i>): 8.81/10 (1 st percentile in the country)	<i>Oviedo, Spain</i>

ADDITIONAL TRAINING

Jan-2008	<u>Institute of Healthcare Improvement (IHI)</u> <i>Managing Hospital Operations (5-month programme, January – May 2008)</i> Director: Dr. Eugene Litvak (Director of the <i>Program for the Management of Variability in Health Care Delivery</i> at Boston University Health Policy Institute)	<i>Boston, USA</i>
Oct-2007	<u>Instituto de Empresa (IE) Business School</u> <i>Executive Education</i> program VI Pharmaceutical Marketing Conference: “ <i>Marketing Innovation and Sales Effectiveness</i> ”	<i>Madrid, Spain</i>
Mar-2006	<u>Instituto de Empresa (IE) Business School</u> <i>Executive Education</i> program IX Pharmaceutical Industry Summit: “ <i>Levers of change: The necessary transformation of the pharmaceutical industry</i> ”	<i>Madrid, Spain</i>
Apr-2002	<u>Balanced Scorecard Collaborative, Harvard Business School (HBS)</u> The application of Balanced Scorecard to healthcare organizations <i>Program title:</i> “ <i>Saving Lives, Saving Money</i> ”, 18 CPE (Continuing Professional Education) credits <i>Director:</i> Robert Kaplan (Baker Foundation Professor, Harvard Business School)	<i>Boston, USA</i>

PUBLICATIONS AND CONFERENCES

- **Books:**
 - ✦ Fernández García, J.J., Clayton, J.E., and C. Hobley (eds.) (2004) The Student’s Guide to European Integration: For Students, By Students. Cambridge: Polity Press (ISBN: 0745629806)
 - ✦ Fernández García, J.J. (ed.) (forthcoming: December 2008) Más allá de Google. Entendiendo el desorden informacional que nos rodea. Barcelona: Textos de Infonomía
 - ✦ Cornella, A. and J.J. Fernández García (forthcoming: 2009). Moving away from Google: the hidden order in information and technology. Barcelona: Textos de Infonomía
- **Articles:**
 - ✦ Fernández García, J.J. “*VALNALÓN. Un programa ejemplar para crear cultura de empresa desde la educación primaria*”, If... Revista de innovación, nº 51 (March 2007)
 - ✦ Fernández García, J.J. “*Salud 2.0: la inversión del flujo comunicativo. Los casos de PatientsLikeMe y Patient Opinion*”, If... Revista de innovación, nº 57 (November 2007)
 - ✦ Fernández García, J.J. “*Lluís Pareras: Innovar y emprender en el sector de la salud*”, If... Revista de innovación, nº 60 (January-February 2008)
 - ✦ Fernández García, J.J. “*Alex Jadad: Ahora toca innovar con los pacientes, no para o por los pacientes*”, If... Revista de innovación, nº 60 (January-February 2008)

- ✦ Fernández García, J.J. “*El ecosistema de la innovación y la investigación biomédica y biotecnológica en Barcelona y el área metropolitana*”, If... Revista de innovación, nº 60 (January-February 2008)
 - ✦ Fernández García, J.J. “*The New ICT Driven Doctor-Patient Relationship*”, UPGRADE The European Journal for the Informatics Professional, Vol. IX, issue no. 5, *Monographic section dedicated to “Innovation Driven by ICT Users”* (October 2008)
 - ✦ Fernández García, J.J. and Urrutia de Hoyos, I. “*Is Balanced Scorecard the right management tool for my healthcare organization?*”, Journal of Healthcare Management (forthcoming: 2009)
- **Internet:**
 - ✦ Salud y Gestión (<http://www.saludygestion.com>)
 - Blog where I state my personal view of the healthcare sector (from September 2004)
 - ✦ PeriscopiHos – Observatory in Hospital Management Innovation (<http://www.periscopihos.org>)
 - Writer in the PeriscopiHos Annual Memory (2004, 2005, 2006-2007, 2008-2009)
 - “*The Strategic Challenge for Hospitals*”, Special Issue (December 2004)
 - ✦ Doctors & Managers (<http://www.doctorsandmanagers.com>)
 - “*Clinical Microsystems: a new management approach*” (April 2006)
 - “*Health 2.0: disruptive innovations and value chain restructuring - I*” (forthcoming: October 2008)
 - “*Health 2.0: disruptive innovations and value chain restructuring - II*” (forthcoming: November 2008)
 - ✦ Infonomia, the innovators network (<http://www.infonomia.com>)
 - The Ideas that Count: “*3T Cities and 3T Talents*” (October 2003)
- **Conferences:**
 - ✦ XXV Summit of the Healthcare Economics Association (July 2005)
 - Barrubés, J., Portella, E., Fernández, J.J., and D. Frigola: *Analysis of the critical success factors for the implementation of a capitative financing model* (conference paper)

LANGUAGES

- Spanish: Native
- English: Fluent
- Italian: Fluent: written and spoken; Intermediate: negotiation
- French: Beginner
- Catalan: Fluent: comprehension and reading; Basic: written and spoken

INFORMATION AND COMMUNICATION TECHNOLOGIES

- Advanced user of MS standard business applications: Word, PowerPoint, Excel, Access
- Navision: Sales and Project management module

GENERAL INFORMATION

- Community
 - ✦ Mentor in the *LSE Mentoring Scheme*, London School of Economics and Political Science (from 2003)
 - ✦ Collaborating with *Valnalon Ciudad Tecnológica*, in introducing formal innovation studies in elementary education (Asturias, from 2005)
 - ✦ Collaborating with *Patient Opinion* (UK-not-for-profit) in introducing this service in Spain (since 2006, B-shareholder from 2007)
- Personal
 - ✦ Organiser of LSE Annual Trip to EU Institutions (2000)
 - ✦ *LSE European Society* student member (October 1999 – August 2000)
 - ✦ Private teacher in Mathematics for high school teenagers (1994-98)
 - ✦ Amateur basketball player for 10 years (1988-1998)
 - ✦ Team captain the last four seasons (1994-98)
 - ✦ Basketball coach for teenagers 12-16 years, San Ignacio School, Oviedo (1994-96)
 - ✦ Colegio San Ignacio – 1994 Class Valedictorian
 - ✦ Hobbies: Traveling (latest destinations “Travel around the world in 72 days”: Japan, China, Thailand, Cambodia, Laos, Myanmar). Sports (basketball, skiing). Parachuting. Infonomics. Cinema. Eating out. Reading. Blogging (<http://www.jorgejuanfernandez.com>)