

# ERIC M. LIEDERMAN, MD, MPH, FACP

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<b>Privacy &amp; Security</b>	<b>Medical Informatics</b>	<b>IT Resilience</b>	<b>IT Investment</b>
<b>Program Oversight</b>	<b>Change Management</b>	<b>Regulatory Response</b>	<b>Data Analysis</b>

## **CYBERSOLUTIONSMD, LLC**

**2024-Present**

**Independent consultant** in digital health, cybersecurity and privacy protection, and IT resilience

## **KAISER PERMANENTE**

**2005-2024**

One of the largest integrated healthcare organizations in the United States: >240,000 staff, including >23,000 MDs serving 12.5M Kaiser members with \$93B annual revenue

**National Leader, Privacy, Security and IT Infrastructure, The Permanente Federation**

**2017-2024**

**Director of Medical Informatics, Accountable Exec for Privacy & Security**

**2005-2024**

Report to TPMG Associate Executive Director and Permanente Federation CIO

### **Accomplishments:**

- Support allocation of \$2B annual national and regional IT investment budget
- Developed collaborative security governance which has prevented substantive cyber attacks
- Led successful "Information Blocking" program in compliance with 21<sup>st</sup> Century Cures Act
- Oversaw successful implementation of new claims system integrated with EHR
- Designed and implemented forensic audit privacy monitoring program which has reduced violations >99%
- Oversaw successful national health plan claims system implementation
- Led Meaningful Use to success for >95% of physicians & 100% of hospitals in Stages 1, 2 & 3
- Oversaw successful \$5B program to improve network, install VOIP, and implement disaster recovery
- Developed and implemented duplicate EHR infrastructure at a 2<sup>nd</sup> data center, reducing outage time 84%
- Increased EHR availability to 99.996% through process improvement & elimination of single points of failure
- Enhanced wireless mobile computing reliability by 400%, to support bedside paperless care 24/7
- Oversaw successful implementation of a new laboratory information system
- Cut \$250M from successful multi-year EHR deployment, with resulting HIMSS Analytics Level 7 designation

## **UNIVERSITY OF CALIFORNIA DAVIS HEALTH SYSTEM**

**2000-2005**

500-bed academic medical center & Level 1 Trauma Center with an \$800 million annual operating budget.

**Medical Director, Clinical Information Systems**

**2000-2005**

Reported to Executive Director of Clinical Information Systems

### **Accomplishments:**

- Led 100% of community MDs to use ambulatory CPOE and clinical documentation
- Reduced paper generation by 95% in community clinics
- Led the development of standard, evidence-based order sets & decision support
- Innovated an accountability-based privacy process which protected information without impairing care
- Implemented a web-distributed PACS system, saving \$2.1 million & 22 physician-years annually
- Instituted patient e-messaging, creating new revenue, raising MD productivity 11% & reducing calls 18%
- Installed hospital WiFi and wireless mobile workstations, VOIP & patient web access
- Selected and implemented an Electronic Medical Record in all venues of care
- Designed and built a clinician results portal to improve clinical decision-making and security
- Deployed a digital dictation-transcription and e-signature system, for use by all clinicians
- Raised verbal order signing within 48 hours from 8% to 95% with e-signature, policy & process change

## **CATHOLIC HEALTHCARE WEST NorCal & MEDCLINIC MEDICAL GROUP**

**1997-2000**

5 of the 41 CHW hospitals plus MedClinic, a 130-physician multi-specialty medical group.

**Medical Director, Clinical Information Systems, CHW Northern CA**

**1997-2000**

**Medical Director, Information Systems, MedClinic Medical Group**

Reported to CHW CIO and to the MedClinic Medical Director and Board of Directors.

### **Accomplishments:**

- Contributed to financial turnaround (from a \$1.1M monthly loss to near profitability) by:
  - Analyzing clinical and administrative data mining to improve provider utilization and quality
  - Developing disease management programs for diabetes, asthma, anticoagulation, CHF & CAD
- Implemented vendor ambulatory clinical data repository and clinical messaging systems
- Designed a data warehouse & disease management program for diabetes, asthma, anticoagulation, CHF & CAD

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**Lead Physician Advisor, Utilization Management, CHW Northern California** 1998-2000  
Reported to CHW CMO

**Accomplishments:**

- Decreased bed days per 1000 by 18%, and average LOS by 21%
- Reduced CHF & Coumadin hospitalizations by 60-80% with disease management programs
- Lowered cardiac LOS through reorganization of catheterization lab staffing and hours
- Streamlined ER patient flow and reduced “social” admissions through resident ER case managers

**Chief, Internal Medicine Department, MedClinic Medical Group** 1998-1999  
Reported to MedClinic Medical Director.

**Accomplishments:**

- Recruited internists and mid-level providers to expand department by 50% in six months
- Reduced staff FTEs 18% through cross training and job-sharing without productivity loss

## ACADEMIC POSITIONS

- **Lecturer**, UC Davis Graduate School of Management 2025-Present
- **Clinical Assoc. Professor of Internal Medicine**, UC Davis Health System, Sacramento, CA 2000-2010
- **Instructor**, UC Davis Medical Informatics Masters Program, Sacramento, CA 2000-2004

## CLINICAL POSITIONS

- **General Internist**, The Permanente Medical Group, Sacramento, CA 2005-Present
- **General Internist**, Mediclinic (now Mercy) Medical Group, Sacramento, CA 1996-2000
- **US Navy Flight Surgeon**, Marine Corps Air Station New River, Jacksonville, NC 1990-1993

## FELLOWSHIPS & MEMBERSHIPS

- **Fellow**, Health Information and Management Systems Society (HIMSS)
- **Member**, HIMSS Cybersecurity, Privacy, and Security Committee
- **Fellow**, American College of Physicians
- **Member**, EHealth Exchange Coordinating Committee
- **Member**, Association of Medical Directors of Information Systems (AMDIS)
- **Member**, American Medical Informatics Association (AMIA)
- **Member**, Sequoia Project Information Blocking Workgroup

## EDUCATION

- **M.P.H. in Health Policy and Management**, University of Massachusetts, Amherst, MA
- **Internal Medicine Resident**, Baystate Medical Center, Springfield, MA
- **Otolaryngology Resident**, Eye and Ear Institute, University of Pittsburgh, PA
- **M.D.**, Tufts University School of Medicine, Boston, MA
- **B.A. Classical Archaeology**, Dartmouth College, Hanover, NH (Magna Cum Laude)

## CERTIFICATIONS

- **Diplomate in Clinical Informatics**, American Board of Preventive Medicine
- **Diplomate**, American Board of Internal Medicine
- **Diplomate/Certified Physician Executive**, American Association. for Physician Leadership

## MEDICAL LICENSURE

- **California – active** (G70728)

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## PUBLICATIONS

Liederman EM. *The CMIO and Privacy and Security*. Chapter in: Rydell RL and Landa HM, editors. *The CMIO Survival Guide*, Boca Raton: CRC Press; 2018. p. 123-130

Liederman, EM. *Capitation and Cognitive Dissonance: The Economics of Models of Care*. *Clinical Informatics News*. <http://www.clinicalinformaticsnews.com/cln/2015/3/20/capitation-cognitive-dissonance-economics-models-of-care.html>. March 20, 2015.

Liederman EM. *Protecting Privacy Without Harming Patients*. *Clinical Innovation+Technology*. February 25, 2014

Liederman EM. *Organizational Readiness for the CMIO*. Chapter in: Bria WF, Rydell RL, editors. *The CMIO Survival Guide*, Chicago: HIMSS; 2011. p. 27-33

Bold RJ and Liederman EM. *Web Relationships Between Physicians and Individuals Seeking Information on Hepatopancreatobiliary Diseases – Invited Critique*. *Arch Surg*; 141(12):1182. Dec 1, 2006

Liederman EM. *Protecting Privacy Without Harming Patients*. *Most Wired Online*. June 6, 2006

Srinivasan M, Liederman EM, Baluyot N & Jacoby R. *Saving time, improving satisfaction: the impact of a digital radiology system on physician workflow and system efficiency*. *J Healthcare Info Mgmt* 2006; 20(2):123-131

Kimmel Z, Greenes R & Liederman EM. *Personal health records*. *J Med Prac Mgmt*. 2005;Nov/Dec:147-152

Liederman EM, Sands DZ & Handley M. *Patient portals*. Chapter in: Miller J, editor. *Implementing the Electronic Health Record: Case Studies and Strategies for Success*. Chicago: HIMSS; 2005. p.85-94

Liederman EM, Lee JC, Baquero VH & Seites PG. *The impact of patient-physician web messaging on provider productivity*. *J Healthcare Info Mgmt* 2005;19(2):81-86

Liederman EM, Lee JC, Baquero VH & Seites PG. *Secure web messaging: the impact on providers & patients*. *J Gen Intern Med* 2005;20(1):52-57

Liederman EM, Zimmerman EM, Athanasoulis MA, Young MAC. *System-wide rollout of doctor-patient secure web messaging: the UC Davis “virtual care” experience*. Chapter in: Whitten P, Cook D, editors. *Understanding Health Communication Technologies*. San Francisco: Jossey-Bass; 2004. p.244-250

Curry MP, Trask L, Liederman EM, Zeboski A & Hutchinson D. *Verbal order compliance – how we achieved it*. *J AHIMA* 2004;75(7):38-41

Liederman EM, Zimmerman E. *Secure web messaging: independent study shows it's a win for physicians, patients and payers*. In: *Proceedings of AHIMA National Convention*; 2003 Oct 18-23; Minneapolis, MN

Liederman EM and Morefield CS. *Web messaging: a new tool for patient-physician communication*. *J Am Med Inform Assoc* 2003;10:263-274

Liederman EM. *Clinical practice guidelines face legal tests*. *Click Medical Management Journal*, July 2000.

Liederman EM. *Reflections on the role of pharmaceutical companies' disease management programs*. *Disease Management* 1(3):163-170, May 1998

Liederman EM, Post JC, Aul JJ et al. *Analysis of adult otitis media: PCR vs culture of bacteria, viruses and HIV*. *Annals of Otolaryngology, Rhinology & Laryngology* 107(1):10-16, January 1998

Buchman, C, Liederman E, Aul J, Post JC, Ehrlich GD: *Molecular microbiologic analysis of otitis media in adults*. *Sixth International Symposium on Recent Advances in Otitis Media*, Fort Lauderdale, Florida, June 4-8, 1995

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## SPEAKING ENGAGEMENTS

*Collaborative Cybersecurity Decision-Making and Governance | Panel: Workforce Vigilance: Fostering a Security Mindset.* HIMSS Healthcare Cybersecurity Forum. Boston, MA October 2024

*Cybersecurity: How to Work Together to Defend the Organization.* National Association of Long-Term Hospitals Leadership Conference. National Harbor, MD October 2024

*The Risks and Challenges of AI.* Stanford Center for Biomedical Informatics Research. Palo Alto, CA October 2024

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI August 2024

*Cybersecurity for the CMIO.* AMDIS Annual Meeting. Ojai, CA June 2024

*Organizational Governance of AI.* AMDIS Annual Meeting. Ojai, CA June 2024

*Reducing Aggregated Risk in Healthcare: How to Defend the Organization without Impairing Care Delivery.* HIMSS Webinar April 2024

*AI and Cybersecurity: Navigating Innovation and Managing Risks.* HIMSS Global Conference. Orlando, FL March 2024

*Artificial Intelligence: Risks and Challenges.* HIMSS Global Conference. Orlando, FL March 2024

*Responsible AI.* aiMPACT conference. UC Davis, Davis, CA February 2024

*AI Risks and Challenges.* Healthcare Compliance Association. Lafayette, CA December 2023

*Panels: Generative AI in Healthcare And Impact of EHRs.* AAPL Annual Meeting. Scottsdale, AZ October 2023

*Panel: Artificial Intelligence: Cybersecurity's Friend or Foe? And Personal Safety: How Cybersecurity and Privacy Protection Generate Trust in the Healthcare System.* HIMSS Cybersecurity Forum. Boston, MA September 2023

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI August 2023

*Generative AI: Panacea or End of Civilization.* AMDIS Annual Meeting, Ojai, CA June 2023

*Establishing Effective Cybersecurity Governance in Healthcare.* HIMSS Global Conference, Chicago, IL April 2023

*Clinical Perspectives in Cybersecurity Panel.* HIMSS Cybersecurity Forum, Boston, MA December 2022

*Cybersecurity Risk Management.* Boğaziçi Üniversitesi, Istanbul, Turkey October 2022

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI August 2022

*Information Sharing Challenges.* ONC EHI Sharing Workshop. Virtual, August 2022

*Panel: Information Sharing.* AMDIS annual conference, Ojai, CA June 2022

*Panel: Experts Discuss the Net Effects of the Information Blocking Rule.* AHIMA webinar July 2021

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI August 2019

*Collaborative Decision Making: Delivering MFA That Works for Patient Care.* Epic Information Security Advisory Council. Verona, WI May 2019

*Patient care and privacy laws: The current state of (im)balance.* Global Clinical + Care Coordination Forum, Hamburg, Germany November 2018

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI September 2018

## **ERIC M. LIEDERMAN, MD, MPH, FACP**

*Collaborating on Cybersecurity (Panel Moderator).* AMDIS annual conference, Ojai, CA June 2018

*Collaborative cybersecurity protection.* Epic Information Security Advisory Council. Verona, WI April 2018

*Protecting our patients: What physicians need to know about cybersecurity.* AMA meeting, Honolulu November 2017

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI September 2017

*Preventing cybercrime without impairing care delivery.* National Health ISAC, Orlando, FL May 2017

*Preventing cybercrime without impairing care delivery.* Epic Experts Group Meeting, Verona, WI April 2017

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI September 2016

Panel Moderator: *Cybersecurity.* AMDIS annual conference, Ojai, CA June 2016

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI August 2015

*Protecting Privacy without Harming Patients AND Panel on Authorized Sharing of PHI and Ensuring Privacy and Security.* Medical Informatics World Conference. Boston, MA April 2015

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI September 2014

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI September 2013

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI September 2012

*Who owns the data?* Panel at the Northern California HIMSS Clinical Informatics Forum, San Francisco, CA. May 2012

*Panel: Securing electronic personal health information (ePHI): From the data warehouse to the point of care.* Institute for Health Technology Transformation Conference, San Francisco, CA. March 2012

*Protecting privacy without harming patients.* HIMSS Global Conference, Las Vegas, NV. February 2012

*Balancing privacy protection with patient care.* Keynote at Global E-Health Forum, Hamburg, Germany. October 2011

*How to protect privacy without harming patients.* Epic Users Group Meeting, Verona, WI September 2011

*How to meaningfully protect privacy without harming patients.* HIMSS Global Conference, Orlando, FL. February 2011

*Protecting privacy without harming patients.* Epic Users Group Meeting, Verona, WI September 2010

*Transactional patient portals - what, why and how | How to "meaningfully" protect privacy without harming patients.* HIMSS Annual Conference, Atlanta, GA. March 2010

*Protecting privacy without harming patients.* Epic Users Group Meeting, Verona, WI September 2009

*Trust ... but monitor. Safeguarding patient privacy and system integrity.* Epic Security Forum, Verona, WI April 2009

*Balancing privacy protection with patient care | Business-IT Integration: Secret Sauce for Success | Security Governance for a Diverse Enterprise.* Epic Users Group Meeting, Verona, WI September 2008

*Freeing the data: data extraction challenges and opportunities to support complex clinical care goals.* Epic Physician/Nurse/Pharmacist Advisory Council, Madison WI April 2008

*Balancing privacy protection with patient care | Cutting the cord: going wireless at Kaiser hospitals.* Epic Users Group Meeting, Verona, WI September 2007

*Best of breed vs. single vendor | Structured documentation vs. free text.* AMDIS Annual Meeting, Ojai, CA July 2007

*Managing clinical content across the enterprise.* Epic "Venti" Large Customer Conference. St. Louis, MO May 2007

## **ERIC M. LIEDERMAN, MD, MPH, FACP**

*Balancing privacy protection with patient care.* Epic Physician Advisory Council, Madison, WI March 2007

*Clinical decision support roundtable.* HIMSS Global Conference, New Orleans, LA February 2007

*Measuring effectiveness.* Epic "Venti" Large Customer Conference, Napa, CA November 2006

*Protecting privacy in RHIOs.* CalRHIO Privacy Summit, San Francisco, CA October 2006

*Safeguarding patient privacy without compromising care.* HIMSS Webinar, October 2006

*Safeguarding patient privacy without compromising care.* Epic Users Group Meeting, Madison, WI September 2006

*Developing a Content Management System | Designing Functionality for Clinic-Administered Medication.*  
Epic Physician Advisory Council, Madison, WI March 2006

*Protecting patient privacy with personal accountability | Doctor-patient e-messaging: vendor-provider collaboration.*  
HIMSS Global Conference, San Diego, CA February 2006

*An innovative collaboration in online doctor-patient communication: lessons learned, results achieved and future directions.* AMIA Annual Symposium, Washington, DC October 2005

*The patient's role in the EHR evolution.* McKesson EHR Readiness Symposia, San Francisco, New York City & Chicago, October 2005.

*Safeguarding patient privacy without compromising care | The case of the missing film: UC Davis goes digital*  
Epic Users Group Meeting, Madison, WI September 2005

*Protecting patient privacy with personal accountability.* AMDIS Annual Conference, San Diego, CA July 2005

*Protecting patient privacy with personal accountability | Connecting patients and providers electronically.*  
TEPR Annual Conference, Salt Lake City, UT May 2005

*Physician-patient online communications.* Healthcare Intelligence Network Web Conference April 2005

*E-visits: data, disease and practice management.* HIMSS Global Conference, Dallas, TX February 2005

*Online physician-patient communication.* CMA Leadership Academy, La Quinta, CA November 2004

*Creative ideas in managing privacy and security in the EMR.* Epic Users Group Meeting, Madison, WI September 2004

*Doctor-patient electronic communication in the U.S. & Europe.* Intl Med Informatics Assoc, San Francisco, Sept 2004

*Personal health records.* AMDIS Annual Conference, San Diego, CA July 2004

*Changing clinician workflow using digital imaging technology.* TEPR Annual Meeting, Fort Lauderdale, FL May 2004

*Electronic messaging.* Blue Cross Blue Shield National Council of Physician Executives, Chicago, IL May 2004

*Focus on patient safety.* Epic Physician Advisory Council, Madison, WI April 2004

*The personal health record.* HIMSS Annual Conference, Orlando, FL February 2004

*Doctor-patient electronic communication in the US and Europe.* TEHRE Annual Meeting, London, UK December 2003

*Doctor-patient webVisits: who pays...who wins?* Consumer Directed Healthcare Conference, Nashville, TN Nov. 2003

*What happens when doctors & patients communicate securely online? The UC Davis experience.*  
AHIMA National Convention, Minneapolis, MN October 2003

*Protecting patient privacy | Patient web messaging.* Epic Users Group Meeting, Madison, WI September 2003

*Virtual care at UC Davis.* AMDIS Annual Conference, San Diego, CA July 2003

## **ERIC M. LIEDERMAN, MD, MPH, FACP**

*What happens when patients communicate with doctors online?* TEPR Annual Meeting, San Antonio, TX May 2003

*Patient-provider electronic messaging: 2 health systems' experience.* HIMSS Global Conference, San Diego Feb 2003

*Virtual care at UC Davis Health System.* AMDIS Annual Conference, Ojai, CA July 2002

*Analysis of adult otitis media: PCR vs. culture of bacteria, viruses and HIV.* Sixth International Symposium on Recent Advances in Otitis Media, Fort Lauderdale, FL September 1996