

**SENIOR FINANCE EXECUTIVE**

**Strategic Leadership** – Expertise in the leadership of finance, accounting, audit and operations for multi-business corporate holdings and diverse public/private operating entities undergoing start-up, growth and diversification. Strong strategic planning, financial analysis, decision-making and leadership talents with track record of increasing corporate value and performance.

**Transactions & Investments** – Substantial experience in structuring, negotiating and managing complex contract structures, due diligence and integration, new venture development, and debt financing. Expertise in budgeting/forecasting, financial restructuring, investment relationships, revenue cycle, contract negotiation and cash management. Oversaw the financial management of new facilities and renovations.

**Team Building & Organizational Development** – Build high-performance, cross-functional teams, financial and operational best practices and real-time, efficient systems used for planning, decision-making, internal controls, compliance and reporting. Known for excellent communication and engagement of Board members, executive leadership, operational department heads and external investment/audit groups. Executive MBA and CPA with Big 4 experience.

**CAREER HISTORY**

**Senior Executive Vice President & Chief Financial Officer** – JPS Health Network, Fort Worth, TX      May 2015 to present  
Provide financial leadership in the areas of finance, investments, health information management, materials management, managed care and revenue cycle. Facilitate leadership through complex transactions including expansion of facilities, development of new service lines and providing healthcare to the Tarrant County community. Tarrant County Hospital District includes the medical center, the Acclaim Physician Group & the JPS Foundation with over 7200 employees.

- Instrumental in strategy surrounding Intergovernmental Payments and county collaborations with Medicaid Supplemental Payments such as DSRIP, Uncompensated Care, HARP, CHIRP & Disproportionate Share dollars for JPS and Tarrant County.
- Responsible for investment decisions for District assets including those subject to the Public Funds Investment Act and issuance of \$450M debt under a new master facility plan.
- Closely interact with Board of Managers and the Tarrant County Commissioners Court to establish guidance and leadership for the District.
- Established managed care relationships with payors, executed managed care contracts for a newly established physician organization, brought the JPS facility in-network for Exchange products in Tarrant County. Currently the physician group is participating in several value based care agreements.
- Oversee the areas of health information management, financial strategy, financial reporting, budgeting, supply chain, managed care, revenue cycle, cost accounting, cost reporting, and patient eligibility which includes the District's indigent care program.
- Upon arrival all key financial leadership positions were vacant and was able to restructure and hire a new team within the first two years.

**Vice President of Finance** – COVENANT HEALTH CARE SYSTEM, Lubbock, TX      2008 to May 2015  
Created centralized reporting for the Texas Region, which includes 11 operating entities and 5600 employees, an 800 bed adult hospital with 2 campuses, 2 regional hospitals, separately licensed Children's Hospital, long-term acute care hospital, licensed HMO, several joint-venture surgical centers, 180 physician medical group, ACO organization and Hospice. Report to the Chief Financial Officer and directly supervise the Chief Accounting Officer, Controller, and multiple directors in finance and the business office. Work closely with the CEO, COO and the Planning & Finance Committee of the Board of Directors.

- Rebuilt the finance area immediately after a restructuring in the department to replace the Vice President, Director of Finance and Director of Financial Planning and Analysis.
- Tasked with rebuilding the financial senior leadership and restructuring the department while developing appropriate policies, procedures and controls.
- Responsible for the regional centralization of accounting, financial reporting, cost reporting, accounts payable and patient accounting for the 5 regional hospitals and the other facilities in the Texas Region.

- Subsequently coordinated with the corporate office, St Joseph Health in Orange County, California, to move to centralized revenue cycle, purchasing, and accounts payable.
- Continuously work with Operations to improve the balance sheet and income statement through revenue enhancement and expense control, including new service lines & workforce productivity.
- Involved in a number of complex business transactions, including divestitures, purchases, and merging of two physician-owned surgery centers.
- Oversee consolidated budget development, oversight of revenue cycle and creation of a 10-year business plan to support Covenant Health's overall business strategy.
- Worked closely within the senior executive team to develop and execute both tactics and measures to ensure completion of the regional strategy.
- Coordination with the Regional Vice President to account for and secure funds under the 1115 Waiver for Uncompensated Care Funds and DSRIP as well as Disproportionate Share Funds.

**Senior Vice President of Finance – COOK CHILDREN'S HEALTH CARE SYSTEM, Fort Worth, TX** 2004 to 2008

Promoted within the holding company structure of a diversified non-profit organization comprised of 3600 employees and 6 corporations to oversee the reporting of all entities and strengthen the financial oversight. Worked closely with the Board of Directors, corporate executives and operational leaders, and provided "top down" strategic business and financial leadership while enhancing operational transparency and financial controls across all 6 corporate entities, which included the Medical Center, HMO, Home Health, Physician Network, Surgery Center and a malpractice Indemnity Company domiciled in the Cayman Islands. Directly supervised the Chief Accounting Officer and coordinated with the Vice Presidents of Finance in each operating company. Reported to the Executive Vice-President & Chief Financial Officer and served as primary contact for the Board finance, investment and audit committees.

- Set the agenda for board / committee meetings and leveraged understanding the inner-workings of operating entities to gain senior leadership confidence and bring forth issues affecting business and financial performance.
- Created the 5- year strategic financial plan, and delineated annual budgets, performance objectives and accountability standards for each operating entity, which enhanced overall business planning, forecasting and performance results.
- Reviewed and consolidated financials from 6 different businesses, and improved transparency, accuracy and timeliness for financial statement preparation, external audit reviews and board/management reporting.
- Led a critical evaluation of managed care contracts and negotiated new pricing and payment arrangements with payers that leveraged the collective strength of the corporation, and garnered rates in the Top 5% nationally.
- Benchmarked costs and performance by business entity, providing senior leadership with tools to improve bottom-line results by \$30M+ through better labor resources allocation and establishing more efficient processes.
- Leveraged the capabilities of a newly established offshore indemnity insurance company to proactively restructure corporate and individual coverage, which reduced costs by up to \$8M annually against prevailing market increases.
- Created a joint HR-finance taskforce to address escalating employee benefits costs. Developed creative solutions using group purchasing and new plan administrators that saved \$1M annually without decreasing services to 3600 employees.
- Established proactive risk-based financing, budgeting, capital allocation and cash management models.
- Engaged in forthright communications and served as primary contact with external credit agencies to demonstrate the organization's financial strength, culminating in an upgrade to an AA Standard & Poor's rating.
- Assembled in-depth financial presentations showcasing the value of the business to potential investors/lenders. Executed \$60M in fixed debt swaps and tax-exempt variable rate debt offerings, which funded business development with new facilities.
- Built cash reserves from \$100M to \$600M through fiscal discipline, risk management and strategic investments, and restructured a \$500M long term investment portfolio and selected new custodians/fund managers.

**Vice President of Finance / Director of Finance – COOK CHILDREN'S MEDICAL CENTER, Fort Worth, TX** 1993 to 2004

Recruited by the CFO to build a highly effective financial, accounting, audit and reporting structure that would support the organization through a period of dramatic growth, diversification and change. Resolving underlying accounting, budgeting and reporting inconsistencies, and implementing robust systems, processes and controls. Evolved role into leadership over strategic business and financial initiatives. Built and led a team of 5 director level professionals responsible for budgeting, accounting, audit, reporting, cost accounting, expense control, and performance benchmarking. Areas of responsibility included general ledger, financial analysis, accounts payable, revenue cycle, patient registration, cost accounting, and monitoring donated funds.

- Played a major contributing role to the rapid growth and diversification of the organization from a single entity into holding company structure with multiple business operations, which drove revenue from \$400M to \$1B over 10 years.
- Partnered with counterparts to build strong operating and service models, and created the overarching management philosophies that protected the financial health of the organization amidst industry, regulatory and market change.
- Created annual and long-range business plans and financial models, implemented corporate/financial infrastructures, provided ongoing financial oversight to newly created companies and led the restructuring of existing entities.
- Demonstrated diplomacy in dissolving 4 external partnerships to establish an in-house \$200M, 150-employee home health organization.
- Supported a newly appointed President in the Physician Network, executing over 60 practice acquisitions, integrating and turning around operations and creating a unified business structure for what became a \$350M, 40-location, 280-physician network.
- Responsible for state reporting, including Medicaid Cost Reports and Disproportionate Share Fund application.
- Development for a start-up health plan, which generated in \$50M in earnings
- Creation of an indemnity company with cut premiums costs 40-50% and lowered risk structures.
- Appointed to a 14-member cross-functional committee that selected and implemented an enterprise-wide IT system, which migrated 80+ legacy financial, administrative and operating platforms into an integrated IT infrastructure.
- Overhauled a 90-employee revenue cycle management group overseeing contracts, transaction processing and billing/collections.
- Instilled new policies and practices that streamlined inter-company and external processes
- Participated in the construction committee and worked closely with contractors and management of large projects.
- Represented the organization as key liaison to external financial advisors, lenders and investment bankers to develop financing models and provide proforma reports, and structure complex financing transactions.
  - Issued upwards of \$155M in tax-exempt bonds and secured \$10M of credit facilities, which funded the construction of new facilities and expanded lines of business to new market segments.
  - Refinanced \$30M of existing debt through utilization of variable-to-fixed-rate swaps

**Senior Audit Associate – PRICEWATERHOUSECOOPERS, Fort Worth, TX** 1990 to 1992  
Developed financial, analytical and accounting skills while serving as a business and financial consultant to small to mid-size manufacturing and service companies, financial services firms and non-profit organizations as a member of the Coopers & Lybrand's Fort Worth audit staff.

- Oversaw a number of non-profit operational and financial audits, and prepared internal and external financial and management reports for foundations and institutions involved in the arts, sciences and human services sectors.
- Established reputation as a subject matter expert in the financial, accounting and regulatory nuances of the banking & healthcare industry and the emergence of assisted living residential communities.

### EDUCATION & CERTIFICATIONS

**Executive MBA *Cum Laude* – TEXAS CHRISTIAN UNIVERSITY** Dec. 2008

**BBA, Accounting & Finance *Magna Cum Laude* – TEXAS A&M UNIVERSITY** Dec. 1989

**Certified Public Accountant, State of Texas**

### CIVIC & PROFESSIONAL LEADERSHIP

**TEXAS HOSPITAL ASSOCIATION POLICY COMMITTEE ON REIMBURSEMENT** DECEMBER 2019-PRESENT  
A committee of provider experts on Medicare, Medicaid and supplemental funding in Texas

**TEXAS CHRISTIAN UNIVERSITY, HEALTHCARE MBA ADVISORY BOARD,  
BOARD OF TRUSTEE, FORT WORTH, TX** FEBRUARY 2018-PRESENT  
Inaugural member launching the new Healthcare MBA program, input to curriculum design, target markets, student recruitment & guest speaking.

**TEXAS HOSPITAL ASSOCIATION RETIREMENT PLAN,  
BOARD OF TRUSTEES, AUSTIN, TX (SERVING AS BOARD CHAIRMAN)**

MAY 2015-PRESENT

One of the largest trade association-sponsored retirement programs in the United States, 23,000 health care employees across Texas participate in the plan, managing more than \$20M in annual contributions.

**HOSPITAL PAYMENT ADVISORY COMMITTEE (HPAC),  
TEXAS HEALTH AND HUMAN SERVICES COMMISSION (HHSC), AUSTIN, TX**

APRIL 2015-PRESENT

This 12-member, appointed committee advises HHSC to ensure reasonable, adequate, and equitable payments to hospital providers and to address the essential role of rural hospitals. HPAC also advises on impacts of hospital reimbursement methodologies and adjustments for disproportionate share hospitals.

**TOBACCO SETTLEMENT PERMANENT TRUST ACCOUNT,  
ADMINISTRATION ADVISORY COMMITTEE, AUSTIN, TX**

SEPTEMBER 2017-PRESENT

Established by the Texas Legislature, the fund supports unreimbursed health care expenditures the local health agency reports to DSHS. This 11 member appointed committee reviews audits, the results of filed disputes and the rules and proposed amendments as necessary.

**RONALD MCDONALD HOUSE OF FORT WORTH, BOARD OF TRUSTEES**

2001 to 2009

Committed time and resources to the fund raising and finance committees of a 25-year-old local chapter of a worldwide charity dedicated to health and well-being of children and providing a shelter and support for families of seriously ill children receiving treatment at nearby hospitals.

- Assisted in organizing and sourced sponsorships for an annual golf outing and helped plan other local events raising \$85K annually.
- Developed key components of a capital campaign, which raised \$10M for a facility expansion, increasing capacity 25% to accommodate up to 100 families per month.

**WOMEN'S HAVEN OF TARRANT COUNTY (now SAFEHAVEN), BOARD OF TRUSTEES/TREASURER**

2000 to 2003

Provided organizational and financial leadership to a non-profit human services organization dedicated to ending family violence through safety, support and social change, which merged with The Women's Shelter of Arlington to share administrative resources and expand services in 2006. Led initiatives to enhance and expand facilities, staffing and programs to provide emergency shelter, transitional living, counseling, legal services and victims assistance for women and children affected by domestic violence.