

A background image showing a financial line chart with a red line fluctuating on a blue grid. The chart is partially obscured by a dark blue horizontal bar containing the title text.

# Statement of Qualifications

## Financial Resource Group

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FRG is not a CPA firm.

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## OUR MISSION

We are dedicated to putting the client in control of its financial future by providing services that meet the client’s unique needs.

## OUR BUSINESS

We are in business to provide clients with lasting solutions that improve the client’s opportunities for financial success.

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To Whom It May Concern:

We are pleased to present this “Statement of Qualifications” for Financial Resource Group, LLC, a leading provider of financial management consulting services to healthcare organizations across the United States. We are uniquely qualified to assist you in achieving your specific financial goals by creating comprehensive programs tailored to the needs of your institution.

We provide our clients with expertise that positively impacts profitability and performance. Our experienced healthcare executives, each with 20 or more years of healthcare management experience, have worked extensively with all types of healthcare organizations—assisting for-profit, governmental, not-for-profit and faith-based hospitals, systems and physicians. We have the right mix of skills, experience and judgment to help clients make confident business decisions and respond appropriately to change.

We welcome the opportunity to be of assistance to you, developing a proposal specific to your needs and supporting your healthcare mission. Our goal is to provide our clients with lasting solutions that improve their opportunity for financial success.

Please do not hesitate to call if you have any questions. Contact information for our firm is included on the page following this letter. Also, additional information may be obtained on our web site at [www.frgroup.net](http://www.frgroup.net).

Sincerely,



Financial Resource Group, LLC

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# CONTACT INFORMATION

## PARTNERS

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## DIRECTORS

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## COMPANY PROFILE

Financial Resource Group, LLC (FRG) is a healthcare consulting company dedicated to putting our hospital and healthcare clients in control of their financial future by providing services that meet their unique needs. We offer effective, innovative management and finance solutions to complex problems, all targeted at increasing client financial viability.

We have found that improving financial performance is not simply a matter of improving your cash position. Success also stems from correcting: workflow; process and system deficiencies; organizational issues, policies, procedures and controls; and reporting systems. FRG will work with your team to develop and execute operational improvement plans that achieve quick, sustainable results.

The four Partners—Jack Hess, Matt Nelson, Alan Townsend, and Jeff Denum—together represent over 120 years of financial management experience. This experience includes work with all types of healthcare institutions in urban, suburban and rural settings including for-profit, governmental, not-for-profit and faith-based hospitals, systems, clinics and physicians.

Most of FRG's Partners and Consultants are former hospital CFOs. The team has broad-reaching healthcare financial management experience including:

- Operational improvement and turnaround
- Financial advisory services
- Transitional management
- Supply chain services

Our team has the right mix of skills, experience and judgment to help you make informed decisions and respond appropriately to change. FRG works directly with your Board and/or Executive Leadership to provide rapid response and solutions to financial needs.

FRG helps you make the necessary changes required get the results you want.

## FRG PEOPLE

Following are brief biographies of the FRG Partners and Directors. The FRG team is made up of experienced executives who know what it is like to operate in today's complex environment. We have the right people with the right experience to get the results you want.

### MATT NELSON

Partner, has over 30 years of experience in healthcare financial management in both for-profit and non-profit settings. He was a financial officer with Baylor Health Care System for 14 years and has been in healthcare financial consulting since 1995. Mr. Nelson has extensive experience in all healthcare financial areas including: strategic financial planning, budgeting, capital resource allocation, operations improvement, business process redesign, systems analysis and many other areas.

### ALAN TOWNSEND

Partner, has over 30 years healthcare financial management and consulting experience. He was a financial officer for Baylor Health Care System holding numerous leadership positions during a period of 17 years. His expertise includes budgeting, long-range planning, operations improvement, capital analysis, systems analysis, and more.

### JACK HESS

Partner, has over 30 years of financial management experience in diverse industries including Big Four accounting and consulting firm experience. Mr. Hess' experience includes twenty-four years with Baylor Health Care System in various positions including chief financial officer and treasurer where he served as senior advisor on financial matters to top management of the system and as the financial liaison with the Board of Trustees. His specific areas of expertise include long-range strategic financial and capital planning; financial feasibility studies; tax-exempt and taxable financings; investment banking, investor and rating-agency relations, and financial reporting; treasury and investment management; and mergers, acquisitions, affiliation and divestiture planning, analysis and due diligence.

**JEFF  
DENUM**

Partner, has over 30 years of experience in the healthcare industry including founding his own consulting practice, Denum Services, Inc. His areas of expertise include materials management, logistical operations, contracting, HIPAA compliance, group purchasing analysis, systems implementation, and information services strategic planning.

**STEVE  
PATTERSON**

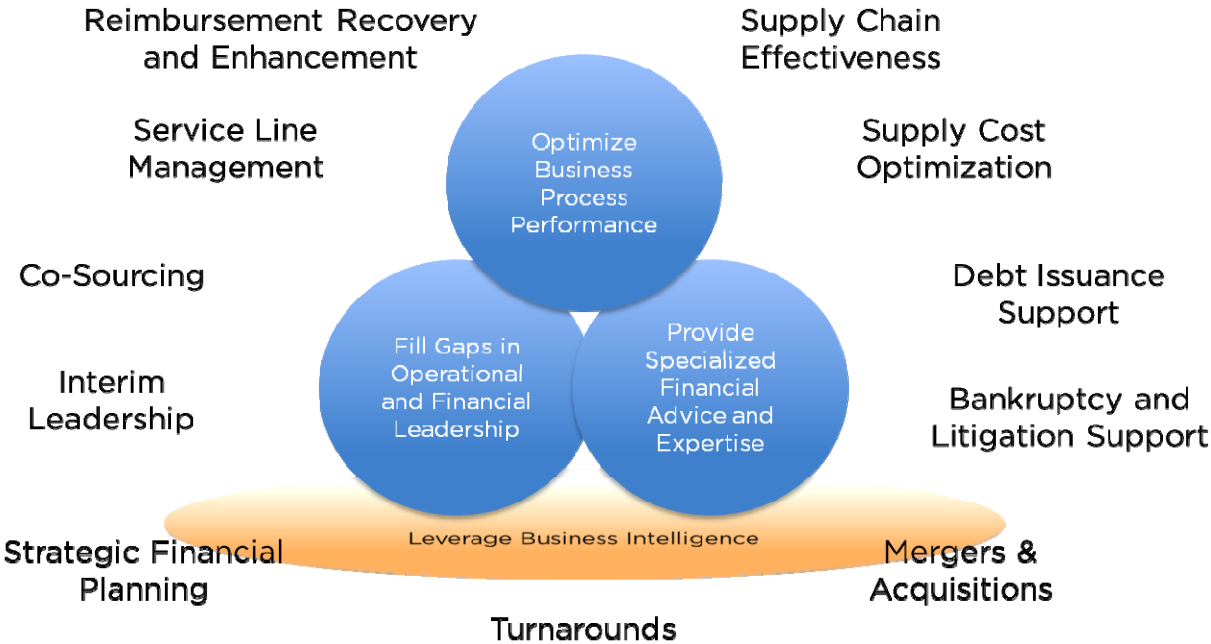
Director and Vice President of Business Development, has over 30 years of management consulting and professional services experience, with the last eight years focused exclusively on health care providers. Before joining FRG, Steve served as a Senior Vice President for Broadlane, Inc., where he had responsibility for its contracting services and clinical consulting organizations as well as client relationship management. His areas of expertise include supply chain management, business process re-design, and large-scale business transformation.

**VICTOR  
RODRIGUEZ**

Director, has over 30 years of experience in supply chain operations in acute care hospitals including contract negotiations, group purchasing, value analysis, capital purchasing, inventory management, purchasing systems implementation, supply distribution, item master controls, accounts payable, fixed assets, policy development/compliance, patient transport and logistical activities.

# FRG SERVICES

At FRG, we tailor our services to meet your unique needs. Our team of healthcare executives provides a broad range of services to help clients improve their operating and financial performance. The services listed in the diagram below represent the range of services FRG can provide.



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Listed below are descriptions of the various types of ways in which FRG works with clients. Depending on your circumstances, FRG will work with you within the structure that best suits your needs and your organization.

#### Consulting

FRG provides the manpower and expertise to meet the specific needs of our healthcare clients within a defined project. These types of projects normally last from a few days to a few weeks but can take longer depending on the project scope.

#### Interim Management

FRG staff members assume interim management positions (such as Chief Financial Officer, Controller, or Director) within an organization during periods of change. In this role, the consultant functions as an employee of the organization and is responsible for the normal duties expected of a permanent person in that position.

#### Co-Sourcing

FRG-employed consultants are placed into management level positions at the hospital. These managers assume responsibility for specific departments, manage the hospital-employed staff and interact with all areas of the hospital to provide the services expected of the department. FRG develops measurable service level agreements, which are reported to the hospital and must be maintained throughout the agreement. These agreements are for periods of five years or more.

#### Outsourcing

FRG assumes responsibility for specific departments of the hospital. In this arrangement all employees of the department become FRG employees. FRG may work with the existing hospital management or may place an FRG consultant in the management position. The employees continue to provide the same services to the hospital but are on the payroll of FRG with FRG benefits. FRG develops measurable service level agreements, which are reported to the hospital and must be maintained throughout the agreement. These agreements are for periods of 10 years or more.

# REPRESENTATIVE CLIENT ASSIGNMENTS

FRG brings a wealth of experience to its client assignments. The following is a partial client list.

AR	Delta Memorial Hospital, Dumas HealthPark Hospital, Hot Springs
AZ	Carondelet Health Network, Tucson Maricopa Integrated Health System, Phoenix
CO	North Colorado Medical Center, Greeley Parker Adventist Hospital, Parker Platte Valley Medical Center, Brighton
FL	Central Florida Health Alliance, Leesburg Jackson Health System, Miami
HI	Pacific Health Community, Inc., Wahiawa
IL	Alexian Brothers Health System, Chicago Catholic Health Partners, Chicago Resurrection Health Care Corporation, Chicago St. Anthony's Hospital, Chicago
IN	Dukes Memorial Hospital, Peru
KS	Lawrence Memorial Hospital, Lawrence Via Christi Regional Medical Center, Wichita
KY	Appalachian Regional Healthcare, Lexington St. Joseph East Hospital, Lexington
LA	CHRISTUS St. Frances Cabrini Hospital, Alexandria East Jefferson General Hospital, Metairie Glenwood Regional Medical Center, West Monroe Louisiana State Medical Society, Baton Rouge West Jefferson Medical Center, Marrero
MI	Cheboygan Memorial Hospital, Cheboygan
NJ	Morristown Memorial Hospital, Morristown St. Peter's University Hospital, New Brunswick
NM	Artesia General Hospital, Artesia Lovelace Medical Center-Downtown, Albuquerque Memorial Medical Center, Las Cruces San Juan Regional Medical Center, Farmington
NY	St. Joseph's Hospital Health Center, Syracuse
NC	Cape Fear Valley Health System, Fayetteville

OH	UC Health / The Drake Center, Cincinnati
OK	Carnegie Tri-County Municipal Hospital, Carnegie Craig General Hospital, Vinita Norman Regional Health System, Norman OSU Medical Center, Tulsa St. John's Health System, Tulsa
OR	Legacy Health System, Portland Tuality Healthcare System, Hillsboro
PA	West Penn Allegheny Health System, Pittsburgh
PR	Centro Medico Del Turabo, Inc., San Juan
SC	Bamberg County Hospital, Bamberg
SD	Indian Health Service-Eagle Butte Hospital, Pierre
TN	Community Health Systems, Inc., Nashville
TX	Baptist St. Anthony's Health System Baylor Health Care System, Dallas Brazoria County Surgery Center, Brazosport CareFlite, Dallas Champion EMS, Longview Cirrus Health Group, Dallas Community Dental Care, Dallas Community Hospital Corporation, Dallas Driscoll Children's Hospital, Corpus Christi Goins, Underkofler Crawford & Langdon, LLP, Dallas Good Shepherd Medical Center, Longview Harlingen Medical Center, Harlingen Harris County Hospital District, Houston Hillcrest Health System, Waco JPS Health System, Fort Worth Knapp Medical Center/Mid-Valley Health System, Weslaco The Susan G. Komen Breast Cancer Foundation, Inc., Dallas MMB Development Group, LLP, Houston Medical Center Hospital of Odessa, Odessa MedicalEdge Healthcare Group, Inc., Dallas Memorial Hermann Baptist Hospital, Beaumont Mission Hospital, Mission Nexus Health System, Houston Presbyterian Hospital of Dallas, Dallas Providence Healthcare Network, Waco Rockwall Hospitals, Inc., Rockwall Seton Family of Hospitals, Austin Shannon Medical Center, San Angelo Texas Health Resources, Dallas

	<p>Texas Health Fort Worth, Fort Worth</p> <p>Texas Health Presbyterian Winnsboro, Winnsboro</p> <p>Texas Regional Medical Center, Sunnyvale</p> <p>Texoma Medical Center, Denison</p> <p>Twelve Oaks Medical Center, Houston</p> <p>Trinity Mother Frances Health System, Tyler</p> <p>United Regional Health Care System, Wichita Falls</p> <p>The University of Texas Southwestern Medical Center at Dallas</p> <p>Valley Baptist Health System, Harlingen</p> <p>Wadley Health System, Texarkana</p> <p>Wichita Falls Cardiology Group, Wichita Falls</p> <p>Zale Lipshy University Hospital, Dallas</p>
VA	Wellmont Health System, Norton
VT	Fletcher Allen Health System, Burlington
WA	Swedish Health Services, Seattle
WI	Holy Family Memorial Medical Center, Manitowoc

## **Matt J. Nelson, FHFMA, CPA**

### **Partner**

**Matt Nelson** has over 30 years experience in the healthcare industry, including owning his own healthcare consulting firm, three years as Director for a healthcare consulting firm, and over twenty years as a financial officer in both proprietary and non-profit healthcare systems. His areas of expertise include capital planning, long-range strategic financial planning, financial feasibility studies, business process redesign planning, rate structure analysis, productivity analysis, and financial information systems.

### **CONSULTING EXPERIENCE**

Mr. Nelson has been a Partner with Financial Resource Group, LLC since January 2000. Consulting engagements have included interim chief financial officer positions, operational and financial assessments of hospitals, and working with hospitals in implementing budgeting and financial reporting systems. Prior to opening his own consulting firm, Mr. Nelson was Director of CampbellWilson, a healthcare consulting firm located in Dallas, Texas. In this role, he performed consulting engagements including financial advisor for a \$100 million bond issue for a hospital in East Texas, interim chief financial officer for a 300+ bed hospital (five months), physician practice acquisition studies, physician practice operational improvement studies, corporate compliance plans for hospitals, developed strategic financial planning models for hospitals and new services within hospitals, development of hospital within a hospital model, analysis of senior health centers, analysis of new equipment technology for physician practices, market analysis, and development of comparative hospital data.

### **INDUSTRY EXPERIENCE**

Mr. Nelson served as a financial officer for over twenty years for both non-profit and proprietary health systems. Prior to joining CampbellWilson, Mr. Nelson was a financial officer for Baylor Health Care System for fourteen years. His responsibilities included directing financial decision support systems, managed care financial analysis, capital operations budgeting, cost accounting, productivity studies, financial feasibility studies, design and implementation of financial systems, third party reimbursement, financial support for bond issuances, business process redesign facilitation and financial support, and support of treasury functions.

### **EDUCATION**

Bachelor of Business Administration, August 1974, University of Houston

### **ASSOCIATIONS AND ACCOMPLISHMENTS**

Certified Public Accountant - 1982  
Fellow - Healthcare Financial Management Association (HFMA)  
Texas Society of CPAs / American Institute of CPAs  
Texas Association of Hospital Financial Administration  
Lone Star Chapter of HFMA (President 1988-89)  
Volunteers of America Texas – Board Member (President)

## **Alan D. Townsend, FHFMA, CPA**

### **Partner**

**Alan Townsend** has over 30 years experience in the healthcare industry, working as an independent consultant for one and a half years prior to the formation of Financial Resource Group, and over thirteen years as a financial officer in non-profit healthcare systems. His areas of expertise include capital planning, long-range strategic financial planning, budgeting, financial feasibility studies, business process redesign planning, productivity analysis, and financial information systems.

### **CONSULTING EXPERIENCE**

Mr. Townsend worked as an independent consultant associated with MJN Consulting beginning in July 1998. In January 2000, Mr. Townsend became a Partner in Financial Resource Group, LLC. Consulting engagements have included interim chief financial officer of Baylor Medical Center at Garland; interim Controller at Trinity Mother Frances Hospital in Tyler, Texas; interim chief financial officer for Wadley Regional Medical Center in Texarkana, Texas; performing an operational assessment of a hospital in East Texas; developing cash flow projections for Appalachian Regional Healthcare based in Lexington, Kentucky; and working with implementing a budgeting system at a hospital, as well as other smaller projects.

### **INDUSTRY EXPERIENCE**

Prior to going into consulting, Mr. Townsend served as a financial officer for over thirteen years for Baylor Health Care System in Dallas, Texas. His responsibilities included directing the capital and operating budget processes for the System, financial feasibility studies, financial support for long-range strategic planning, financial support for bond issuances, business process redesign, financial analysis support, and support of treasury functions. Prior to becoming a financial officer at Baylor, Mr. Townsend also served in various support staff positions for over three years including interim Chief Financial Officer at Baylor Medical Centers at Waxahachie and Grapevine.

Prior to joining Baylor, Mr. Townsend worked for Methodist Health Systems in Memphis, Tennessee, in various financial reporting and budgeting positions.

### **EDUCATION**

Bachelor of Business Administration, December 1976, University of Memphis

### **ASSOCIATIONS AND ACCOMPLISHMENTS**

Certified Public Accountant - 1995

Fellow - Healthcare Financial Management Association (HFMA)

American Institute of Certified Public Accountants

## **John L. (Jack) Hess, MS, CPA**

### **Partner**

**Jack Hess** has over 40 years experience in financial management in various industries including Big Four accounting and consulting firm experience, CFO and Treasurer of an information services company, and over thirty years of healthcare financial management and consulting experience.

Areas of specific areas of experience and expertise include:

- Capital planning
- Financial feasibility studies
- Investment banking relationships
- Investor, bond insurer and rating agency relations and financial reporting
- Long-range strategic financial planning
- Mergers, acquisitions and divestitures planning, analysis and due diligence
- Tax-exempt and taxable financings, and
- Treasury and investment management
- Multi-entity health system financial management
- Multi-specialty physician practices

Mr. Hess' experience includes twenty-four years with Baylor Health Care System in various positions including chief financial officer and treasurer where he served as senior advisor on financial matters to top management of the system and as the financial liaison with the Board of Trustees. During his tenure at Baylor, he was part of the senior management team that grew Baylor from a single hospital to a multi-entity system including hospitals, outpatient centers, clinics, physician practices, and related entities (including Health Texas Provider Network, a large "501A" multi-specialty physician practice). Other responsibilities included planning and design of capital structure and sources of capital, management of tax-exempt bond issues and taxable financings, relationships with investment bankers, investors, rating agencies, bond counsel, external auditors and financial advisors and consultants. He managed the investment program and the captive insurance company. Mr. Hess' responsibilities included oversight of financial and capital planning and budgeting, financial decision support systems, managed care financial analysis, cost accounting, productivity studies, financial feasibility studies, design and implementation of financial systems, third-party reimbursement, business process redesign facilitation and financial support, internal audit, and risk management and insurance for the system.

Mr. Hess has served on the board of Richardson Hospital Authority including service as Board Treasurer, chair of the finance and audit committee, and member of the executive committee. Mr. Hess is also active in The Heights Baptist Church, Richardson, Texas, where he has previously served on the church's Vision Team and has chaired the church's finance, budget, and long-range financial planning committees.

He is a member of Healthcare Financial Management Association and the Texas Society and American Institute of Certified Public Accountants. Mr. Hess holds Bachelor of Science and Master of Science degrees from Oklahoma State University.

## **Jeff A. Denum**

### **Partner**

**Jeff Denum** has over 30 years experience in the healthcare industry. His career has included substantial work in the areas of materials management, logistical operations, contracting, HIPAA, group purchasing analysis, systems implementation, and information services strategic planning.

### **Consulting Experience**

Mr. Denum became a Partner with FRG on January 1, 2007. Prior to joining FRG, he founded Denum Services, Inc., a healthcare consulting company, in 1988. Representative projects include:

- outsourcing of materials management operations for a multi-hospital healthcare system
- contract portfolio analysis for the third largest for profit healthcare system
- development of strategic plans for a healthcare system's Information Services department
- logistical operational analysis for a multi-state healthcare system
- various system implementation projects
- value analysis projects for various healthcare systems
- redesign and restructuring of materials/logistical operations for several healthcare systems
- restructuring and negotiations in connection with information services contracts/programs
- assessments of different aspects of healthcare systems' operational performance

### **Industry Experience**

Mr. Denum was a Director of Financial Operations for St. Luke's Episcopal Hospital (located in Houston, Texas) for five years. While at St. Luke's, he was responsible for various aspects of financial operations as well as system implementations and the creation of the first "stockless" inventory program in the country. Prior to joining St. Luke's, Mr. Denum was a Financial Director with Allied Stores Corporation.

### **Education**

Bachelor of Business Administration--Oklahoma State University (1977)

### **Organizations and Activities**

Healthcare Information and Management Systems Society  
Association for Healthcare Resource and Materials Management  
Healthcare Financial Management Association  
Harvard Symposium

## **Steven T. Patterson**

### **Director / Vice President of Business Development**

**Steve Patterson** is a Director and the Vice President of Business Development with Financial Resource Group, LLC, and has more than 30 years of has more than thirty years of management consulting and professional services experience, with the last eight years focused exclusively on health care providers. In addition to leading FRG's business development activities, Mr. Patterson provides project management and consulting services to FRG clients.

Before joining FRG, Steve served as a Senior Vice President for Broadlane, Inc., a for-profit health care group purchasing organization (GPO). During his tenure at Broadlane, his major responsibilities were:

- Held leadership responsibilities in Broadlane's Client Care organization; responsible for client relationships across all of the company's customer segments: large Integrated Delivery Networks, stand-alone acute care hospitals, ambulatory surgery centers and physician practices
- Assumed leadership responsibilities for Broadlane's consulting practice
- Led Broadlane's contracting services organization which has responsibility for Broadlane's market-leading GPO contract portfolio

Prior to joining Broadlane, he held partner-level positions with Andersen Consulting, Gemini Consulting, and A.T. Kearney. Steve also served as a First Lieutenant in the U.S. Air Force.

Steve holds the following degrees:

- M.S. Industrial Administration, Purdue University
- B.E. (Bachelor of Engineering), Dartmouth College
- A.B. (Bachelor of Arts), Dartmouth College

## **Victor Rodriguez, CMRP**

### **Director**

**Victor Rodriguez** is a Director with FRG and has over 30 years of experience in the healthcare supply chain industry. His strengths include the ability to improve complex processes to gain efficiencies; implement needed automation and realize substantial cost reductions on total purchases; act as a facilitator and generator of new ideas; create a customer-service driven unit adept at working collaboratively with physicians and colleagues; and establish internal controls necessary to meet compliance requirements. He is a seasoned Materials Management professional, focused on the tasks at hand, very accountable and goal-oriented, with the integrity necessary to make sound business decisions. He also possesses excellent verbal, written and interpersonal skills, the flexibility to deal with ambiguity and change, and the experience necessary to produce results.

His accomplishments include a demonstrated knowledge of supply chain, Materials Management re-engineering and continuous process improvement experience with a focus on reducing total supply expenditures in relation to total expenses, enhancing group purchasing contracts penetration and compliance, and understanding the clinical needs of the organization. He is thoroughly proficient in different MMIS systems including implementations, management of the item master and systems integration.

Prior to joining FRG, Victor was the Director of Materials Management/Purchasing at Lakeland Regional Medical Center, Inc., where he was responsible for the leadership and supervision of approximately 120 FTEs in conjunction with administering procurement operations, Central Supply, Receiving, Print Shop, Mail Room, and Patient Transport processes. He coordinated the administrative and technical functions to provide high quality service to patients and staff in a cost-effective manner. He prepared budgets, policies and procedures, monitored contract compliance, and supported the Value Analysis and Non-Labor Expense Report Teams where he used his seasoned skills in the areas of Accounts Payable, Fixed Assets, Auditing, and Materials Management systems implementations.

Other positions held include progressively more responsible positions at the Hillsborough County Hospital Authority in Florida where he was the Supervisor of Environmental Services; Manager of Accounts Payables, Fixed Assets and Contracts; and the Director of Purchasing and Accounts Payable.

Victor received a Bachelor of Business Administration from Florida Metropolitan University. He is bi-lingual in Spanish. He is a member of the following organizations:

- Association for Healthcare Resource and Materials Management (AHRMM), member and fellow
- Certified Materials and Resource Professional (CMRP), AHRMM
- Member, AHRMM Education Committee
- Member, Institutional Review Board and Bio-Ethics Committee
- Member, Hospital Materials Management Editorial Board
- Member, International Hospital Benchmarking Forum