

**A. KEITH HEARTSILL, CPA, FHFMA**

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**EDUCATION:**

**University of Alabama**, Tuscaloosa, Alabama  
1989, Master of Business Administration  
**University of West Florida**, Pensacola, Florida  
1979, Bachelor of Arts in Accounting

**EXPERIENCE:**

*November 2014 to Present*

**MISSISSIPPI DIVISION OF MEDICAID**, Jackson, Mississippi  
*Healthcare Financial Consultant, Owner – Cornerstone Healthcare Financial Consulting, LLC*  
Responsibilities: Working under contract performing various financial analyses of accounting systems, budgets, provider reimbursement and other financials for the managed care contracts and related services.

*August 2012 to November 2014*

**ANDERSON REGIONAL MEDICAL CENTER**, Meridian, Mississippi  
A 400 bed general acute-care, private hospital  
*Chief Financial Officer/VP – Finance*  
Responsibilities: Oversight of all financial operations for the system and subsidiaries including accounting and audit, financial reporting, budgeting, Revenue Cycle, coding, clinical documentation, case management and materials management. Had seven director level positions reporting to me. Subsidiaries include Anderson Physician Alliance, Anderson Hospital Providers and Anderson Anesthesia Providers. The attached document highlights some significant accomplishments during this tenure.

*November 2002 to August 2012*

**GRENADA LAKE MEDICAL CENTER**, Grenada, Mississippi  
A 156 bed general acute-care, county hospital  
*Chief Financial Officer*  
Responsibilities: Oversight of all financial operations including financial reporting, budgeting, cost reporting, accounts receivable, accounts payable, payroll, medical records, materials management and information systems. Had four director level positions reporting to me.  
During my tenure upgraded EHR system to meet meaningful use standards, oversaw financing and building of a new \$18,000,000 addition and worked with administration to expand services especially with new physician operations.

*April 2000 to November 2002*

**LANE MEMORIAL HOSPITAL**, Zachary, Louisiana  
A 135 bed Service District hospital of East Baton Rouge Parish.  
*Chief Financial Officer*  
Responsibilities: Same as CFO position at GLMC above.

*February 1998 to April 2000*

**CARRAWAY AFFILIATED HEALTH SERVICES, INC.**, Birmingham, Alabama, *Controller*  
Responsibilities: \* Financial oversight of Clinic Operations, Home Health Service, Conference Center and Emergency Physicians Network.  
Responsibilities include the supervision and financial analysis of monthly financial closings, annual budgeting, forecasting and special analyses for

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twenty-one clinics, clinic home office, Central Billing Office and the other entities. Work with Senior Management in pro-forma preparation for clinics and other new ventures.

*July 1997 to January 1998*

**MONTEAGLE CORPORATION**, Birmingham, Alabama

*Director of Consulting*

Responsibilities:

- \* Use of specialized skills and expertise reviewing financial and information management needs of clients. Software products were developed based on this analysis.

*February 1990 - July 1997*

**METHODIST MEDICAL CENTER**, Jackson, Mississippi

A subsidiary of Methodist Health Systems, Memphis, Tennessee

*Vice President of Finance*

Responsibilities:

- \* Financial oversight of three hospitals, including the main tertiary facility of 409 beds, fifteen physician clinics, and home health agency.

- \* Administrative head of Accounting, Business Office, Medical Records, and Materials Management.

Accomplishments:

- \* Reviewed and acquired physician clinics.

- \* Received excellent audit results consistently.

- \* Reduced bad debts while lowering accounts receivable days from 99 to 71.

- \* Achieved excellent JCAHO outcomes in Medical Records by introducing innovative completion policies.

*September 1984 - February 1990*

**SHELBY MEDICAL CENTER**, Alabaster, Alabama

A 210 bed acute care general, county hospital

*Assistant Administrator of Finance/CFO*

Responsibilities:

- \* Financial operations including General Accounting, Patient Accounting, Medical Records, Data Processing, Purchasing, and Social Services.

Accomplishments:

- \* Increased investments from \$4 million to \$23 million.

- \* Revised investment policy, which assisted improved investment performance.

- \* Wrote RFP, analyzed the market and implemented new hospital wide computer system.

- \* Successfully completed financial feasibility for cardiac cath CON and bond refinancing.

*September 1979 - August 1984*

**HUMANA, Inc.**

Joined Humana right out of college, where I worked in a two-year financial management training program. Progressed through various hospital assignments to the position of Chief Financial Officer, Humana Hospital Enterprise, Enterprise, AL

### MEMBERSHIPS AND ASSOCIATIONS:

- \* Fellow, **Healthcare Financial Management Association**

- \* Member, **American Institute of Certified Public Accountants**

## **Keith Heartsill**

### **Anderson Regional Medical Center**

#### **Financial Accomplishments – 2012-2014**

2013-2014-Served as Executive Sponsor of VHA Non-salary Expense Reduction Program resulting in \$1.5M in recurring annual savings

2013-2014-Directed changes in internal collection processes reducing Avg. Days of Accounts Receivable from 97 to 50 as of September, 2014

2013-2014- Directed the implementation of improvements in upfront collections processes improving average monthly collections from \$5,000 to \$110,000.

2013-Developed and negotiated an e-payables program with a national financial institution resulting in new net revenue of \$25,000 per month.

2013- Directed the Financial Team during the financial turnaround. We were able to achieve “Medicare Breakeven”. This is something few hospitals are ever able to achieve.

2013 – Implement an in house collections department to improve collection efforts prior to turning over patient accounts to outside agencies. At June 2014, this new group had collected \$1,000,000.

2013 – Initiated an Uninsured program with a local insurance agency to sign up uninsured residents of our county and surrounding area for the new Affordable Care Act.

2013 – Conducted an RFP search and selection for a new independent audit firm, increasing services and reducing fees. Achieved annual savings of \$75,000 per year over three years.

2012-2014 – Collaborated with outside collection agencies to improve collection rates from 5% in 2012 to 18.6% in 2014, bringing us into the range of industry best practices.

2012-Served as a Key Executive Team Member of CHC consulting engagement to analyze operating practices throughout the hospital and implementation of “best practice” staffing/flexing productivity measurements