

ANDREW CAMERON, MBA, PHD, CPA

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Professional Experience

BERN RESOURCE GROUP, Pleasanton, CA

2012 – 20

Co-Founder/Principal

- Manage day-to-day operations and financial management of healthcare consulting firm, while also continuing to serve as President of Quantix Health Capital
- Contract with U.S. Department of Housing and Urban Development to provide an online healthcare data and mapping platform supporting HUD's 242 hospital program
 - Continually updated online application with hospital data for over 6,000 hospitals, population data, healthcare utilization data and statistics, customized performance metrics, and hospital market service area mapping
- Support Mazars USA with its management contract for United Medical Center in Washington, D.C.
 - Provide hospital financial analytics, revenue and expense forecasting, and reports and presentations to the Board.
- Serve as President, Quantix Health Capital
 - Developed and successfully executed the business plan for a Kurrion spin-out company, Quantix Health Capital, a specialty healthcare financial advisory firm, focusing on healthcare asset-based lending
 - Direct and manage all financial planning and analysis activities.
 - Developed multivariate statistical regression models to analyze clients' accounting data to improve valuations and collectability of accounts
 - Designed custom-developed online business intelligence (BI) platform, providing Quantix clients with continuous monitoring and tracking of KPIs.
 - Custom-developed Statistical Process Control methods, integrated into online BI platform, to monitor and manage revenue cycle processes and accounting data
- Provide healthcare financial management consulting services, such as the following:
 - Financial analysis, planning, and reporting
 - Service-line profitability analysis
 - Revenue cycle improvements
 - Capital finance analysis, including debt/bond capacity analysis
 - Expansions and Mergers & Acquisitions analysis
 - New facility analysis, planning, and advice, including need and demand analysis
 - Strategic Planning, including market analysis to characterize and identify service opportunities
 - Strategic business plan development for organizations and for new service lines
 - Complex Analyses
 - Simulation Modeling and Forecasting
 - Empirical Research and Data Analysis
 - Dashboard/Scorecard/Benchmarking Reports

Managing Director, Midwest Division***Corporate Financial Management Leadership***

- Worked alongside client executives to help them in their efforts to reduce operating costs and improve margins without sacrificing quality of care. Focus areas included the following:
 - Financial analysis and planning
 - Financial reporting and risk management design
 - Monthly and annual pro forma financial forecasts
 - Financial modeling
 - Annual budgets and 5-year business plans
 - Preparation of financial materials for boards of directors and other stakeholders
 - Revenue cycle restructuring
 - Productivity and staffing analysis
 - Variance analysis
 - Served as corporate financial management adviser: creator and driver of outcome-, performance-, and accountability-based management techniques and tools that employ measurable goals and objectives.
- Led about 15 project teams (ranging from 5 to 20 persons) for turnarounds and management consulting contracts in the healthcare industry. Managed all aspects of client engagements. Profit (revenue–cost) responsibility. Two major engagement highlights:
 - FutureCare Program: Led project team to design a new healthcare plan for seniors in Bermuda
 - Assembled a nationwide team of experts. Co-authored successful project proposal.
 - Co-designed project methodology to analyze claims data from existing Bermudian health plans and to project utilization and costs to prospective population
 - Government client: Provide customized, data-driven facility Scorecard Reports that provide financial, operational, and quality of care summaries for client.
 - Led a team to analyze large-scale nationwide facility datasets of Medicare cost report data and national quality health care measures to assess the overall financial picture and quality of care for a given facility, benchmarked to a local competitor, the state average and the national mean for the facility'.
 - Used statistical analysis and models to develop customized credit risk scoring model for client.

Corporate Strategy and Business Analytical Tools

- Worked alongside clients' C-suite executives and regularly present reports, findings and business proposals to client firms' boards of directors. Activities include:
 - Directed multi-dimensional, long range strategic plan development for corporations while incorporating management vision, market dynamics, regulatory changes, internal and external stakeholder alignment, and resource requirements.
 - Developed business plans aimed at revenue enhancement, volume growth, margin maximization, cost control, and operations consolidation
- Translated strategic plans into execution of projects, processes and organizational changes with specific timelines and deliverables. Prepared Executive Dashboards to ensure that execution was aligned with strategy.

- Developed and define measures and metrics to monitor key performance indicators and progress of key initiatives
- Benchmarked with industry best practices
- Developed customized financial reporting and benefit realization tracking of key initiatives
- Created Strategic Management Dashboards for CEOs

THE OHIO STATE UNIVERSITY, Columbus, Ohio

2001 – 2005

Assistant Professor

- Co-authored leading health care finance textbook
- Instructed graduate classes and conducted research in healthcare financial management
 - Not-for-profit and for-profit health care accounting
 - Advanced financial analysis
- Taught graduate classes in advanced decision analysis and decision support systems

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

1998 – 2001

Assistant Professor

- Principal investigator on grants worth over \$600,000; co-investigator on grants worth over \$5 million
- Instructed graduate classes and conducted research in health care financial management
 - Not-for-profit and for-profit health care accounting; Cash versus accrual accounting
- Instructed advanced graduate classes in mergers and acquisitions (M&A)
- Instructed classes in corporate strategy

FORD MOTOR CREDIT COMPANY, Dearborn, Michigan

1991 – 1993

Financial Analyst, Controller's Office

- Debt Analysis
 - Reengineered methods used to analyze \$60 billion debt portfolio
 - Constructed models to increase automation and precision of swap options forecasts
- Pricing Analysis
 - Performed in-depth analyses of profitability of all product lines
 - Introduced corporate use of risk-adjusted product-line return on investment measures
- Credit Loss Analysis
 - Redesigned corporate models of credit loss analysis
 - Prepared and presented recommendations and position papers on financial viability of proposed changes in reserves

ANDERSEN CONSULTING (now ACCENTURE), Washington, D.C.

1997 – 1998

Staff Consultant

- Assessed management information needs for large businesses
- Supervised a team of designers and programmers to implement designed systems

Education

The University of Michigan

Ann Arbor, MI

Ph.D. in Health Services Organization and Policy, 1998

Cognate: Healthcare Finance

Thesis topic: A Real Options Model for the Evaluation of Telemedicine

Regents' Fellow (awarded to top 5% of graduate students)

MBA, 1991

Concentration: Finance

The University of Virginia

Charlottesville, VA

B.S. in Systems Engineering, 1987

(emphasis in Management Information Systems)

Professional Licensure

- CPA: California license number 147886
Ohio license number 53676

Publications (selected)

Cleverley, W.O., and Cameron, A.E. (2006). *Essentials of Health Care Finance, 6th ed.* Jones and Bartlett Publishers: Boston, Massachusetts.

Price, C.A., Cameron, A.E., and Price, D.L. (2005). "Distress Detectors: Measures for Predicting Financial Trouble in Hospitals," *hfm (Healthcare Financial Management)*. August.

Cleverley, W.O., and Cameron, A.E. (2002). "The Financial Strength Index: A Measure of a Firm's Overall Financial Health," *Healthcare Financial Management Executive Insights*. December.

Cameron, A.E., Bashshur, R.L., et al. (1998). Simulation Methodology for Estimating the Financial Effects of Telemedicine in West Virginia. *Telemedicine Journal*, 4(2), 125–144.

Smith, D., Wheeler J.R.C., and Cameron, A.E. (1996). The Benefits of Hospital Capacity Reduction: Estimates from a Simulation Model. *Health Services Management Research*, 9, 172–182.