

LYNN LILE-KUHL

Clemmons, NC 27012
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SUMMARY

Financial leader with more than twenty years of demonstrated experience, at highly accurate strategic, long range, business and capital plans, budgeting, financial, operational and decision support analysis, cost accounting and comparative analytics/benchmarking, as well as platform evaluation, integration and implementations, that positively impact operating margins, provider practice variation/drivers, charge capture, contracting and payer performance, productivity and resource utilization. Develops complex models, dashboards, graphical presentations, reporting toolkits, utilizing software, database/data integration and advanced Microsoft Office suite expertise. Extensive project management experience within large, medium and start up non-profit healthcare systems, hospitals and physician practices, publicly traded insurance divisions and software development, implementation and consulting. Financial and operational knowledge of managed care, commercial and government contracts/fiscal intermediaries, federal, state and private grants, clinic trials, academic research, foundations and community-based healthcare. Hands on experience developing and utilizing electronic data warehouses to affect population health outcomes, quality, affiliate utilization and cost containment trends, multi-sourcing claims, clinical, care management, registry, HCC scores and affiliate data. Consistent and appreciable contributor to improving healthcare performance, working collaboratively with finance, operations, revenue cycle and IT. Deeply passionate about improving healthcare outcomes utilizing data, process change and education. Experience includes:

Software Expertise: •KaufmanHall Axiom Budgeting/Physician/Productivity/Financial Planning/
CostAccounting/DSS/Comparative Analytics/Custom Report Writing/Dashboards/PowerBI •Hyperion
Planning/HFM/Rprt/Essbase/DataManager •StrataJazz Budget/LRFP/Contract Analytics/DSS /Capital •Healthcare Insights
Budget/Rprt/Capital/LTFP •Cognos, Business Objects, AmericanFundware Budget/Rprt •PeopleSoft, Lawson, Ross GL/HR/Rprt
•EPIC Managed Care/Clinical/Pop Health/Clarity/Caboodle •EPSI, Eclipsys, HBOC, Invision, TSI, Avega CA/DSS •UHC,
Experian, Edifecs, Action OI/Truven, MGMA, Crowe, Crimson Metrics •Microsoft Office Suite/PowerBI •Tableau

Additional Functional Expertise: •Rolling Forecast •Data Extract/Integration •Service Lines •Productivity •Metrics
•Benchmarking •Medical Practice/Compensation/wRVUs/RVUs Analytics •Clinical Utilization •Revenue
Cycle/Analytics/Contracting/CDM/Billing/Expected/Claims/Denials/Underpayments •ACO Modeling/CMS MSSP
Data/Risk/Performance •Accounting •Tax •Staff Development •Charity Care •EDW •Cost Reports

EXPERIENCE

THE LILEKUHL GROUP, LLC, Clemmons, NC

4/2017 to current

The LileKuhl Group <https://lilekuhlgroup.com/> is an interim healthcare finance supplemental staffing, project management, leadership and data analysis company, with broad and deep experience in turning healthcare data into actionable information.

Project Manager

Provide interim resourcing and project management to support healthcare planning cycles, new software implementations, existing application enhancements and data integration consulting projects. Healthcare finance resources today are stretched with day to day workloads. System conversions and vacancies can cripple planning departments. Finding qualified candidates can take two to six months or longer. Adding supplemental experienced staff, with flexible scheduling to meet your needs, can add significant value to your planning cycle and/or new or upgrading install. We're not temporary staff, learning your business. We've been in your roles, across multiple healthcare systems, hands on system administrators, planning cycle leaders, analytical doers and experts in healthcare data, integration and processes. We've built the systems your installing, reconciled your data, helped you get the most out of the systems we've built, delivered and trained organization in best use practices. While filling your vacancies or crunch time needs, we provide administration expertise, enhancements, customizations to help you optimize your financial systems, across modules with full understanding and mastery of the financial, clinical and IT connectivity.

- Lead and/or supplement multi-dimensional software implementation projects, including developing models, dashboards, reporting and system administration
- Custom report writing, dashboard development and system configuration
- Lead and/or work with planning teams towards highly accurate and successful budgets, strategic, long term and capital planning/tracking
- Prepare portfolio analysis of revenue, expense, utilization and margin trends for growth and turnaround
- Create detailed, data driven business plans and models, utilizing ratios, payer mix, benchmarking and track performance to plans

- Evaluate and analyze payer contract performance, i.e., rate, volume, trends, yield, pricing models, including evaluating ACO risk, MSSP, affiliates and HCC
- Lead contract modeling build out within EPIC for expected payment calculations and StrataJazz managed care contract models for contract negotiations
- Lead revenue cycle analytics (denials, reimbursement, CDM), managed, government, commercial and MSSP contract performance and negotiations
- Support application module integration, due to broad understanding of healthcare data across systems and uses

PREMIER INC, Charlotte, NC

7/2017 to 6/2018

Premier Inc. is a healthcare improvement company uniting an alliance of approximately 3,900 U.S. hospitals and more than 150,000 other provider organizations.

Product Director

Responsible for leading the development of NextGen budget and financial reporting products, existing product enhancements and multi product integration. Evaluated the potential and practicality of products in development and relied on extensive experience and judgment to plan and accomplish goals.

- Designed new web-based products as well as improved existing products with a focus on improving user experience and user engagement
- Developed product roadmap, wrote requirements, analyzed data and planned actions
- Identified, analyzed and prioritized new features working with clients, support, implementation, development and UX
- Created and demonstrated features, requirements, wireframes and mockups. Sought internal and external feedback and incorporated into product design

KAUFMAN, HALL & ASSOCIATES, LLC, Skokie, IL

2/2016 to 4/2017

Kaufman Hall provides management consulting services and enterprise performance management software to enable data-driven analysis and informational financial, operational and strategic planning.

Software Implementation Consultant

Responsible for leading the design, configure and implementation of Axiom Budgeting, Performance Reporting, Physician & Productivity applications for healthcare organizations in partnership with clients.

- Led multi-dimensional software implementation projects leveraging financial acumen and developed valuable client relationships, with high client satisfaction and reference rates
- Collaborated with client executives to understand client business objectives, design optimal processes and configured software to fulfill client goals
- Developed project plans, monitored and tracked progress; resolved client, project and consulting issues
- Trained healthcare client leadership teams to use software, recommended best practices and validated user adoption
- Generated ideas for future product development and participated in testing of new product releases

WAKE FOREST BAPTIST HEALTH SYSTEM, Winston-Salem, NC

1/2013 to 3/2016

Healthcare organization with an annual budget of \$2.1 billion with multiple hospitals, greater than 13,000 associates, 1060 licensed beds, integrated employed physician practices, multiple clinic locations and a medical school.

Director, Analytics and Pricing

Responsible for providing thought leadership, staff leadership and development, analysis, process and content audits, presentations and guidance of findings, within managed care function and across the organization, including finance, operations, decision support, revenue cycle, accounting, capital planning, strategic planning, IT/EIM/EDW, budget, reimbursement and cost accounting, in an effort to optimize charge capture, reimbursement, collections and in support of contract negotiations.

- Developed the macro population health ACO risk model for CHES joint venture, including assumptions and presentations
- Evaluated and analyzed payer contract performance, rate and volume, trends, yield, pricing models
- Led the development of models and reporting, quantifying historical payer performance and projecting revenues associated with proposals
- Led the expanded build out of contract models within EPIC for expected payment calculations and StrataJazz managed care contract models for contract negotiations. Comparison audits led to significant recoveries
- Led collaborative project with revenue integrity to take findings from audits to pursue under payment opportunities

- Initiated multi directional process improvement efforts, in collaboration with corporate revenue cycle, reimbursement, decision support (DSS), ITS, Enterprise Information Management (EIM), managed care contracting and payers
- Developed a multi-point audit process to facilitate catching contract rate and term errors, prior to payer implementing new rates
- Lead for simultaneous implementations; StrataJazz Contract Analytics, Experian Contract Management/PassPort Estimator, Tableau and Edifecs software
- Developed SharePoint site to communicate contract information, including workflows, processes and interaction tools
- Worked collaboratively with EIM team, using Tableau to develop CFO dashboards

Associate Director, Financial Planning & Analytics

Responsible for providing thought leadership, analysis, process, content audits, presentations and guidance of findings, across all functions of the organization, including finance, operations, decision support, revenue cycle, accounting, capital planning, strategic planning, EDW, budget, reimbursement and cost accounting, in support of an organization experiencing massive change and disruption of its normal business.

- Provided financial leadership, planning expertise, and project management to targeted institutional growth sectors
- Participated in strategic and business planning development for institutional projects, providing financial and business expertise
- Assisted in the development of the 5-year financial/capital plan for the Medical Center
- Created highly accurate business plans, using models developed utilizing provider type historic ratios, payer mix and benchmarking
- Prepared portfolio analysis of revenue, expense, utilization and margin trends to identify anomalies that lead to improvement in charge capture and cost reductions
- Tracked outcomes of approved business plans and adhoc analysis, measuring successes and failures relative to business planning projections; reported findings and causes to senior leadership, which often lead to changes in programming

ORACLE, Redwood City, CA

5/2011 to 1/2013

Oracle provides the world's most complete, open, and integrated business software and hardware systems, with more than 370,000 customers—including 100 of the Fortune 100—representing a variety of sizes and industries in more than 145 countries around the globe.

Sr. Principal Consultant

Responsible for leading the design, configuration and implementation of Hyperion Planning applications for higher education, government and healthcare organizations to optimize organization processes for long range planning, budget, forecasting and operational business drivers.

- Led multi-dimensional software implementation projects leveraging financial acumen and developed valuable client relationships, with high client satisfaction and reference rates
- Collaborated with client executives to understand client business objectives, design optimal processes and configured software to fulfill client goals
- Developed project plans, monitored and tracked progress; resolved client, project and consulting issues, delivered products on time and on budget
- Trained healthcare client leadership teams to use software, recommended best practices and validated user adoption
- Team lead on projects, providing coaching, guidance and feedback to develop skills of team members

CONSULTING

11/2008 to 5/2011

Interim Director - Financial Planning & Analysis

ROBERT HALF/WAKE FOREST UNIVERSITY BAPTIST MEDICAL CENTER, Winston-Salem, NC

Healthcare organization with an annual budget of \$2.1 billion with multiple hospitals, greater than 10,000 associates, 1060 licensed beds, integrated employed physician practices, multiple clinic locations and a medical school.

Responsible for preparation and submission of Strata LRFP models (IS, BS, NA and CF), including financial analysis for strategic goal development, volume projections, capital planning, PowerPoint presentations and assumption templates from detailed department level financial data for CY and 5 Year plan.

- Developed format, process and communication tools, including tools for tracking performance improvement initiatives

- Prepared service line, revenue cycle, charge capture, case mix index and utilization review for global assumptions for long range plan
- Evaluated physician practices for RVU reimbursement, production, staffing ratios, doc loss ratios and physician growth recommendations
- Measured productivity against Thomson Reuters Action O-I Solucient benchmark data
- Analyzed patient data by service line/DRG, physician and department of LOS vs. weighed metrics, payer performance, ancillary service and supply utilization and direct and indirect costing by case, compared to same entity service line, physicians and departments, as well as competitive entities

LILE & ASSOCIATES, INC (HUNTER PARTNERS)/BORGESS HEALTH SYSTEM, Kalamazoo, MI

Healthcare organization with an annual budget of \$1.2 billion with multiple hospitals, greater than 3,800 associates, 498 licensed beds, an integrated employed physician practice and multiple clinic locations.

LILE & ASSOCIATES, INC (HUNTER PARTERS)/ST JOHN HEALTH SYSTEM, Detroit, MI

Healthcare organization with an annual budget of \$4.8 billion with multiple hospitals, greater than 15,000 associates, 2,467 licensed beds, an integrated employed physician practice and multiple clinic locations.

Responsible for review, validation and reforecast of the long-term financial plan, including financial analysis for strategic goal development, volume projections, net reimbursement, Income Statement and assumption templates.

- Reviewed and analyzed strategic models and plans, financial performance, patient data, reimbursement, medical group practices, service lines, ratios, metrics and staffing
- Prepared models and tools to evaluate productivity against Thomson Reuters Action O-I Solucient benchmark data
- Analyzed patient data by service line/DRG, physician and department of LOS vs. weighed metrics, payer performance, ancillary service and supply utilization and direct and indirect costing by case, compared to same entity service line, physicians and departments, as well as competitive entities
- Extracted and synthesized Kaufman Hall Hospital Advisor, PeopleSoft, Hyperion Planning and (HBOC) decision support data

LILE & ASSOCIATES, INC (H-FIVE CONSULTING)/ST VINCENTS HEALTHCARE, Jacksonville, FL

Healthcare organization with an annual budget of \$2.1 billion with multiple hospitals, greater than 4,000 associates, 906 licensed beds, an integrated employed physician practice and multiple clinic locations.

Responsible for the long-term financial planning function, including financial analysis for strategic goal development, volume projections, capital planning, preparation and submission of Income Statement, Balance Sheet, Change in Net Assets, Statement of Cash Flows, PowerPoint presentations and assumption templates.

- Led a team of consultants in the implementation of Hyperion Planning application enhancements, FY11 budget process and preparation of 5 year strategic models and plan
- Partnered with operational leaders to complete annual budget templates, prepared financial analysis, proformas and evaluated business expansion/contraction opportunities
- System Administrator, Kaufman Hall Hospital Advisor and Hyperion Planning

ROBERT HALF/COLUMBIA ST MARY'S, Milwaukee, WI

Healthcare organization with an annual budget of \$1.2 billion with multiple hospitals, greater than 5,000 associates, 989 licensed beds, an integrated employed physician practice and multiple clinic locations.

Responsible for the long-term financial planning function, including financial analysis for strategic goal development, volume projections, capital planning, preparation and submission of Income Statement, Balance Sheet, Change in Net Assets, Statement of Cash Flows, PowerPoint presentations and assumption templates.

- Coordinated, prepared and submitted monthly cash projections, detailing significant impacts to fiscal year performance and strategic planning
- Prepared monthly revenue cycle analysis, charge capture, case mix index, decision support functions, including service line/patient data extracts/contract review requests, reimbursement queries to and from leadership
- Created multiple reporting tools for tracking progress towards performance improvement initiatives
- Reviewed, prepared and corrected data for surveys and templates for the Wisconsin Hospital Association, Medicare cost report and Ascension corporate offices
- Partnered with operational leaders to complete annual budget templates, prepared financial analysis, proformas and evaluated business expansion/contraction opportunities
- System Administrator, Kaufman Hall Hospital Advisor and Budget Advisor

WHEATON FRANCISCAN HEALTHCARE, Milwaukee, WI**1/2007 to 9/2008**

Healthcare organization with an annual budget of \$660 million, two hospital campus, over 3,000 associates, 553 licensed beds, an integrated employed physician practice, multiple clinic locations, a 50 bed long term care facility.

Finance Director

Responsible for directing and leading activities of the budget, financial analysis, financial reporting and accounting functions.

- Recommended volumes, revenue and expense projections, staffing ratios, allowances, bad debt, charity and self-pay discounts.
- Implemented new budget software, templates and training
- Led the finance and accounting functions, including CDM compliance, productivity and budget variances, with a team of 9 analysts and accountants. Selected, monitored, developed and motivated. Provided education, oversight and direction.
- Prepared formal monthly presentation for the Finance & Operations Review meetings
- Developed dashboards to enabled departments, service lines and divisions to facilitate quick reaction to potential problems.
- Prepared and reviewed monthly statistical reporting, internal and external
- Developed management reports, trending instruments and metric/ratio models to identify blips in trends, with drill down capability, beginning at the organization level, to service line/leadership span of control levels and department levels
- Led capital process, including deliverable dates, support, proformas, IS and Facility project feasibility and equipment quotes through corporate process to purchase tracking
- Provided finance training to corporate financial services, operational leadership and medical group (MG) financial services.
- Led collaborative initiative to improve;
 - CM tracking, qualify/quantify cases and reduced LOS
 - Compliance to update CDM with changes, additions, deletions, pricing, contracting updates and statistics
 - Added MG clinical trial processes
 - Improved Philanthropy/Foundation board distribution processes and financial reporting

WELLPOINT/ANTHEM, Thousand Oaks, CA/Indianapolis, IN**2002 to 2006**

Largest health benefits company in the U.S. whose product lines include health plans, life, disability, pharmacy, dental, vision, behavioral health, long-term care and flexible spending accounts totaling \$61 billion in revenue.

Manager, Financial Planning & Analysis/Manager, CS/Financial Analyst Manager/Sr. Financial Analyst

Responsible for managing the LRFP, annual budget, quarterly forecasts and analysis activities for; \$65M Unicare Group national insurance line, 2 remote analysts (Dallas, TX, Springfield, MA), \$113 million Center for Medicare and Medicaid, CMS, Part A subsidiary United Government Services, 3 analysts and Medicare beneficiary call center, 28 customer service representatives (Milwaukee, WI).

- Prepared forecasts and strategic plans for CMS fiscal budget, reducing annual variance from \$5 million to \$700 thousand
- Managed integration and implementation of Hyperion software application, successfully consolidating data to expedite access to information needed for investor reporting
- Updated policies and procedures and implemented financial documentation methods to ensure compliance with corporate and federal guidelines

BOISSELLE, MORTON & SAMSON, LLP, Hadley, MA**2001 to 2002****Tax Accountant****MERRILL LYNCH, Springfield, MA****2000 to 2001****Financial Consultant****ELECTRONIC BUSINESS WORKS, INC, Hadley, MA****1999 to 2000****Chief Financial Officer****UNIVERSITY OF MASSACHUSETTS, Amherst, MA****1998 to 2000****Graduate School Teaching Assistant****FAMILY HEALTH CENTERS OF SAN DIEGO, San Diego, CA****1995 to 1998**

Community healthcare organizations that operates 28 locations throughout the County of San Diego, including 11 primary care clinics, 3 dental clinics, an HIV clinic, 3 mobile medical units which provide healthcare services at approximately 75 community sites, while serving over 120,000 patients and greater than 490,000 encounters.

Senior Staff Accountant

Responsible for leading the accounting functions of a community healthcare system.

- Led integration and American Fundware implementation. Developed the annual budget and reporting. Reviewed payroll, AR, AP, grant administration and all phases of monthly and annual close
- Actively involved in audit and programming through membership on the JCAHO Quality Review Board. Fundraising and programming volunteer

EDUCATION

MBA, University of Massachusetts, Amherst, MA
BS, Accounting, University of Nevada, Las Vegas, NV

MILITARY SERVICE

UNITED STATES AIR FORCE, Whiteman AFB, Knob Noster, MO

AFFILIATIONS

Secretary, Oaks on Montfort Association, Dallas, TX, **Treasurer**, Racine Friendship Club, Racine, WI,
Board Member, IMA, Springfield, MA, **Treasurer**, Graduate Business Association, UMASS, Amherst, MA
Vice President, IMA, Student Chapter, UNLV, Las Vegas, NV