

HARRY A. SHORE, MBA, CIA

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SUMMARY

Experienced Financial Executive with more than 20 years of experience in all aspects of acute hospital financial management, managed care, and physician group environments. Extensive knowledge of finance, accounting, auditing, financial management, operations, project management, forecasting and compliance. Comprehensive background in strategic and long-range planning, financial analysis, tax-exempt bond financing, managed care contract negotiations, physicians compensation arrangements, and information systems implementation. Proven ability to increase profitability and revenues while decreasing operating costs. Excellent leader and motivator of people with a collaborative approach in obtaining improved financial results and positive outcomes.

KEY ACCOMPLISHMENTS

- Identified \$22,000,000 in overpayments over an eighteen month period.
- Revenue growth of greater than \$2,000,000 in one year.
- Negotiated contracts for more favorable rates for the organization
- Monthly presentations and education to the Board of Directors

PROFESSIONAL EXPERIENCE

ETHICARE, Los Angeles, CA
CFO/Director of Finance

2011 to Present

- Key clients include **Kaiser Permanente, Wellcare, and Davita.**
- Responsible for providing the strategic goals of the organization.
- Coordinate reporting tools to improve organizational effectiveness.
- In charge of month end close and regulatory reporting.
- Partnered and provided effective leadership to various departments.
- Contract re-negotiations that improved the bottom line by at least 25%.

McGladrey, Los Angeles, CA
Director Healthcare Consulting

2010 to 2011

- National Healthcare consulting leader for Sarbanes Oxley, risk and internal audit.
- Responsible for significant process improvements in finance, accounting, and billing to healthcare organizations.
- Project managed the re-design of the executive management team functions.
- Manage several large healthcare organizations finance, audit, and compliance functions.
- Increased the revenue of several healthcare organizations by more than \$2 million dollars.
- Led the firms effort to educate CEO's & CFO's of major healthcare organizations with respect to local and national trends and policies.

ETHICARE, Los Angeles, CA

2007 to 2010

Long Term Interim Executive/Project Assignments with Health Systems/Health Organizations

- Prepared and presented financial and operating results to the Executive Board monthly in a timely and effective manner.

- Provided leadership to the entire organization.
- Responsible for over 500 employees at several hospitals in which I was the interim financial leader.
- Increased revenue growth greater than \$5 million dollars in one year for a non-profit organization.
- Reduced the monthly close cycle from greater than 30 days to 5 days.
- Developed a clear, concise, coordinated financial plan for the attainment of the hospital's goals and objectives and the timely and effective monitoring of operations to ensure that every Department was kept aware of its performance. Hospital entities included both home health and skilled nursing/long term care.
- Restructured Finance Department functions to improve usefulness, accuracy and timing of financial information; developed and implemented a new financial reporting package with key performance indicators. Changed culture of financial staff from entity specific to a team oriented system focus with a strong service orientation.
- Managed Multi Hospital entities including SNF, Hospice, and Physician Groups.
- Negotiated with health care plan providers to obtain more profitable reimbursement rates.

ERNST & YOUNG LLP, Woodland Hills, CA
Senior Manager, Risk Advisory Services

2005 to 2007

- Managed the internal audit and compliance work for two large healthcare clients. This included the client's audit plan, risk management strategy, compliance efforts including HIPAA, and the coordination of Sarbanes Oxley work.
- Directed a staff of 27 accounting and financial professionals.
- Developed the career performance of staff, seniors, and managers. This included providing timely and constructive feedback and sharing industry knowledge.
- Designed and implemented the risk and internal audit function for a well-recognized organization who had not previously had these services.

CATHOLIC HEALTHCARE AUDIT NETWORK, Northridge, CA
Manager Audit, Operations and Compliance

2001 to 2005

- Developed a financial database for identifying uncollected payments for rendered services. Total underpayments identified were greater than \$4,000,000 over an eleven-month period.
- Responsible for all operational and financial activities of 3 large hospitals within a 42 bed health system.
- Performed several in-depth revenue cycle reviews resulting in the increase of revenue of greater than 1 million dollars.
- Designed process improvements to enhance the entire revenue cycle process.
- Re-engineered the analysis of medical data with respect to billing, utilization, and contracting.
- Reviewed the A/P and A/R functions along with the Balance Sheet.

AETNA INC., Woodland Hills, CA
Manager Internal Audit and Consulting Services

1998 to 2001

- Developed an analysis tool for reviewing payments to physician groups resulting in the identification of \$22,000,000 in overpayments during an eighteen-month period.
- Recommended improving management controls by identifying inefficiencies resulting in less high-risk exposure and potential cost savings to the company within the claims and UM functions.
- Directed the business strategic planning process by utilizing mapping and planning skills to assist the organization in reaching its overall objectives.
- Examined the effectiveness of all accounting operations to insure compliance with established policies and procedures.

PACIFICARE, Santa Ana, CA

1997 to 1998

Senior Finance Manager

- Performed high -level analysis of budgeting contracting, and utilization processes, and performed a number of special projects for senior management.
- Started up a new Department which included the hiring and supervising of twelve team members.
- Fostered and inclusive workplace where individual differences were valued and leveraged.
- Implemented standardized policies and procedures to ensure consistency and efficiency across medical groups in a three-state area.
- Supervised the preparation of reports to management and to federal and state agencies in order to comply with monthly and year-end reporting requirements.
- Turned around struggling physician groups with average medical loss ratio of greater than 150%.

BOEING, ROCKETDYNE DIVISION, Canoga Park, CA**1989 to 1997****Financial/Cost Accounting Supervisor**

- Re-designed the company's management reporting that enhanced the ability to perform a more accurate cost accounting analysis.
- Developed and monitored department budget and forecasting.
- Supervised financial reporting, accounting, and accounts payable.
- Enacted robust training procedures to educate non-financial managers.
- Led a six sigma process improvement of the \$300 million annual operating plan.

EQUICOR HEALTH PLAN, Sherman Oaks, CA**1986 to 1989****Senior Financial Analyst**

- Devised a set of operating indicators to assist in the overall strategic planning of the organization.
- Generated analysis and recommendations regarding both the strategic planning process and the management of operational issues.
- Started up a new department with the task of developing a new methodology of compensating physicians. (Capitation) This enhanced the cash management of the company.

BLUE CROSS OF CALIFORNIA, Woodland Hills, CA**1985 to 1986****Auditor**

- Medicare Auditor at hospitals and skilled nursing facilities.
- Findings resulted in over a \$1,000,000 savings for the Medicare program.
- Deals effectively with pressure.

E D U C A T I O N**MBA**

Pepperdine University, Malibu, CA

BS, Business Administration

California State University Northridge, Northridge, CA

A F F I L I A T I O N S

Healthcare Financial Management Association

Six Sigma – Green Belt Trained

Eagle Scout- Boy Scouts of America

Volunteer – Los Angeles Olympic Games

