

Former Chief Financial Officer responsible for \$185M annual health system revenue. Founder of Healthcare Finance Advisors consulting practice. Teaches healthcare finance, informed by 25+ years of real-world experience, to Bloustein School graduate and undergraduate students.

## CORE COMPETENCIES

Executive Management • Higher Ed Instructor • Healthcare Finance Consulting • Business Planning

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### Rutgers, The State University of New Jersey,

Bloustein School of Planning and Public Policy

Part-Time Lecturer,  
2017 to Present

- Instruct Master and Bachelor degree candidates in *Financial Accounting for Managers* and *Financial Aspects of Health Administration*.
- Design in-person, hybrid, and remote finance classes to meet core degree requirements.
- Consistently ranked at top teaching level and well above Department/Level/Course comparisons in student ratings.
- Guided dozens of students to internships, employment, or graduate school admission through personal introductions and letters of recommendation.

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### Healthcare Finance Advisors, LLC

President,  
2014 to Present

**Trusted consultant to healthcare entities including hospitals, health systems, and physician practices positioning themselves for growth.**

#### Selected Engagements:

- Interim CFO at integrated, multi-specialty medical practice with 11 Care Centers. Financial lead for strategic partnership exploration. Secured \$7M line of credit and \$3M Paycheck Protection Program (PPP) funding. Manage PPP expenditure audits and loan forgiveness submission. Direct financial statement preparation and analysis, and cash management functions.
- Led team of leaders from Rutgers Medical School, CentraState Healthcare System, and Visiting Nurse Association that converted a family medicine residency program to a Federally Qualified Health Center (FQHC). Conversion resulted in more than \$1.6M in annual savings.
- Guided joint venture between private investors and hospital system opening four urgent care centers. Created strategic business plan, including \$4.8M investment, that was approved by the health system board.

#### Selected Client List:

*Allied Digestive Health*  
*Capital Health*  
*CentraState Healthcare System*  
*Einstein Medical Center*  
*Henry Ford Health System*

*The Mercadien Group*  
*Meridian Health System*  
*Raritan Bay Medical Center*  
*TRG Healthcare*  
*Verus Analytics*

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**Robert Wood Johnson  
University Hospital  
Hamilton**

**Interim CFO, 2013 to 2014  
VP Finance, 2009 to 2013**

- Financial lead for health system with 284-bed non-profit acute care hospital, 9 for-profit physician practice sites, 6 child care centers, a real estate division, a Management Services Organization (MSO) and Foundation, encompassing \$225M consolidated Net Assets, \$185M Annual Revenue and 1,370 Full Time Equivalents (FTEs).
- Direct responsibility for Patient Access, Health Information Management (HIM), Patient Financial Services (PFS), Accounting, Budget and Reimbursement, and Information Technology (IT), totaling 115 FTEs and \$12M annual spend.
- Drove \$26M refinancing of insured variable-rate bonds to fixed private placement debt, mitigating interest rate risk and positioning the hospital for improved financial stability.
- Transformed billing operations, achieving 300% increase in Point of Service (POS) cash collections, 30% reduction in outpatient administrative denials, improved clean claim rate from 59% to 78%, and automated lockbox transactions covering 99.9% of cash payments.

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**Jane Kaye Healthcare  
Consulting**

**President, 2004 to 2009**

**Selected Engagements:**

- Advised a large health system on the acquisition of physician practices based on financial analysis that included normalization and conversion of physician tax returns from cash to accrual basis.
- Created proforma financial statements for a stand-alone imaging center. Counseled hospital executives about financial risk based on analysis of competitor research, benchmarking data, and market trends.
- Analyzed \$2M cash discrepancy for hospital system. Designed and implemented operational changes that resolved the issue.

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**Bayshore Community  
Health Services**

**CFO, 2002 to 2004  
Director of Finance  
1998 to 2002**

- Financial lead for health system with 225-bed acute care hospital, 241-bed skilled nursing facility, 74-unit assisted living residence and 19 allied health companies, encompassing \$177M in consolidated Net Assets, \$113M in Annual Revenue and 1,396 FTEs.
  - Represented hospital in \$52M bond financing deal. Wrote Official Statement and prepared all financial projections. Liaised with underwriters, attorneys, bond insurer, and banks.
  - Secured \$8M financing for capital budget through NJ State pooled loan program.
  - Reconfigured the revenue cycle by implementing pioneering program for uninsured patients. Innovations included patient pay fee schedules, POS collections with staff goals and incentives, and customer-focused staff training.
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**Raritan Bay Medical Center**  
**Assistant Controller, 1995-1998**

**KPMG**  
**Tax and Audit Accountant, 1992-1995**

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## Board Activities

**Former President and Current Board Member, Healthcare Employees Federal Credit Union**, a non-profit bank with \$130M in Total Assets and 18,000 members.

**Board Member, Healthcare Financial Management Association**, and **Committee Chair**, Education Committee.

**Board President, Freehold Public Library**, drove \$1.8M renovation project funded by New Jersey State Library Bond Act with matching funds from municipality.

**Board Member, The Arc of Monmouth**, providing advocacy, services, and support for people with intellectual and developmental disabilities and their families.

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## Publications

**The Leadership Newsletter, Healthcare Financial Management Association**, *A new concept of healthcare finance for recruiting, retaining and engaging the next generation of professionals*, November 2020.

**Garden State Focus Magazine**, *How Artificial Intelligence Can Make Healthcare Finance More Human*, Summer 2019.

**Garden State Focus Magazine**, *Finance Education is Critical for Nurse Leaders and the Fiscal Health of their Institutions*, Winter 2017/2018.

### Quoted in:

**Health Leaders**: *How Hospitals Can Take Control of Their Revenue Cycle*

**Minority Nurse Magazine**: *Navigating the Road to Nursing Leadership*

**Self Magazine**: *8 Ways to Negotiate and Pay Off Expensive Medical Bills*

**Disruptor Daily**: *What Are The Challenges To AI Adoption In Healthcare*

**Best Colleges**: *What Can You Do With a Healthcare Administration Degree?*

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## Education

**Master of Business Administration**  
Boston College, Chestnut Hill, MA

**Bachelor of Arts in History of Art**  
University of Pennsylvania, Philadelphia, PA

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