

# **Presentation of Qualifications**

***BH&R Management Services, Inc.***  
**Greg Burbridge, President**

## **Objective**

### **Consulting Engagement**

My executive management experience accrues to the benefit of my clients in the form of operational efficiencies, sharpened customer focus and timely adaptation to new and profitable business opportunities.

***BH&R Management Service, Inc.***

**P.O. Box 13806**

**Scottsdale, Arizona 85267**

**(602) 284-4250 - Cell Phone**

**(480) 860-4759 - Office**

**(480) 860-1771 - Fax**

**[glburbridge@bhrmanagement.com](mailto:glburbridge@bhrmanagement.com)**

## Qualification Profile

Gregory L. Burbridge, President of BH&R *Management Services Inc.*, began consulting in 1987. During this period, Greg has also served as VP for MediSolution USA, Inc., Consulting Manager For Siemens and Director of Managed Care for Sutter Surgery Centers, Inc.

As VP Product Planning with MediSolution USA, Inc., he was responsible for strategic marketing direction and all financial operations.

As a Consulting Manager for Siemens Global Strategic Services Group Greg had national responsibility for developing, marketing, and implementing the Siemens APC Service Line. This consulting service included Impact Analysis (prior to the implementation of APCs), strategic issues identification for customers, and helping hospitals manage under APC reimbursement. While marketing this service, Greg was twice asked to present at the prestigious Siemens Health Executive Forum.

Greg also provided the managed care direction to the Sutter Surgery Centers in California, Arizona, and Utah and provided services to corporate ASC operators such as HealthSouth, along with many independent ASCs. He gained national recognition for his work within managed care and ASCs through presentations to the California Ambulatory Surgery Association, the American Association of Ambulatory Surgery Centers (formerly the American Society of Outpatient Surgeons), the National Managed Healthcare Conference (Executive Briefing Series), and The Federated Ambulatory Surgery Association (FASA).

In addition to his work in managed care, ASCs, and strategic planning, Greg is the creator of the Daily Staff Management System (DSMS), a software program that automates prospective staffing requirements. Installed in several hospitals, the system is exceptionally effective in reducing labor costs.

Prior to his consulting carrier, Greg completed a successful 12 year career as a Chief Financial Officer for several proprietary and non-profit (HCA) rural and urban hospitals, ranging in size from 25 to 500 beds.

In this era of complex technological and social transformation, you'll find Greg to be an astute agent for change and uniquely qualified to help you profitably achieve your business objectives. Greg is experienced working with senior and mid-level managers and quickly earns their respect.

Greg's managerial strengths include:

- Senior Level Management – CFO/CIO
- Operations and Process Management
- Fiduciary for numerous enterprise MIS projects
- Facilitator for Hospital Information Management Systems analysis, selection, and implementation
- Skillful negotiator

Delivering effective leadership with a minimum of bureaucracy, Greg is a results-driven, quality conscious achiever. Greg's unique combination of skills, insight, and dedication will help you unlock the potential of your enterprise to achieve results you can take to the bank!

## **Statement Of Philosophy**

Time and again I have observed the role that change plays in advancing the fortunes of business, for better or worse. It is far better to be in command of change for a greater purpose than to be overtaken by the unexpected and unwelcome forces of change.

The breadth and depth of my experience has honed my consulting to provide an intelligent, methodical and collaborative approach that significantly contributes to your business success. Moving beyond traditional ways of thinking is a characteristic of my consultative approach. Although innovative thinking can bring unexpected challenges, I accept them as a call to action, a catapult to progress.

My passion is the application of practical and efficient solutions to business problems. The rewards are customer satisfaction, reduced costs, increased profitability and the overall success of the enterprise.

## **Professional Skills**

Ideas are the capital of Greg's ability to deliver added performance and solid value. When shared with customers they are a catalyst for growth and a powerful engine for success. Highly focused on objectives, Greg's professional skills include the following:

- **Healthcare Financial Management & Reimbursement**
- **Business Processes**
- **Leadership**
- **Negotiation**
- **Business IT and Productivity**
- **Public Speaking**

### **Healthcare Financial Management & Reimbursement**

Greg's has extensive experience with and knowledge of Medicare reimbursement rules, healthcare accounting, finance, budgeting, financial model building and the IT and data management tools needed to create and support them.

Greg's financial management and reimbursement skills enable him to:

- Structure healthcare business metrics to optimize reimbursement
- Evaluate, select and implement automated accounting systems
- Anticipate financial difficulties and initiate corrective action
- Establish, maintain and preserve banking relationships
- Secure public and/or private capital financing
- Create operating and capital budgets
- Create flexible budgeting and modeling solutions
- Manage cash flow efficiently
- Negotiate favorable payment terms from suppliers
- Summarize reporting to Boards of Directors
- Extract meaningful information from financial data

## **Business Process Management**

It is one thing to identify areas needing improvement, yet quite another to lead an enterprise to implement the changes that bring about the gains in efficiency and productivity. Greg shines as an agent for change because he understands the technical requirements and business solutions in addition to the sometimes-disconcerting impact they can have on human resources.

Skills that Greg employs to initiate change include:

- Leadership development (so people believe in him)
- Marketing and sales skills (to promote the case for change)
- Communications (to help him build support for the decision to change)
- Delegation (to engage the knowledge of his collaborators)
- Time Management (to insure timely implementation of solutions)

## **Leadership**

Greg's unique capacities to identify, evaluate, and formulate solutions to business problems has been tested throughout his career. His ability to develop plans in response to these issues, negotiate their acceptance, and manage and monitor their timely implementation is exceptional.

Greg's style of leadership is:

- Interactive and Participatory
- Motivational
- Team and Organizationally Oriented
- Time Sensitive

## **Negotiation**

Greg is an astute negotiator and a strong advocate of Win/Win negotiating. His keen understanding of the art, and skillful implementation of its methods with all of the nuances of power, information and time is evident throughout his career.

Greg's negotiating skills incorporate:

- Thorough preparation to identify positions of strength
- Reading rival's personalities, body-language and conversational clues
- Information gathering to develop complete command of the issues
- Determination of objectives and a clear basis for negotiation
- Verification of decision making authority to avoid wasting time
- Creation of "Term Sheet" documents to maintain focus
- Creation of a business environment conducive to negotiations
- Preparation and review of agreements

## Business IT and Productivity Tools

Using personal computers and application software tools help Greg to achieve an active focus on quality and process improvement. The following table details some of the tools with which he is experienced:

APPLICATION SOFTWARE			
CATEGORY	APPLICATION	BUSINESS USE	DEVELOPER
Spread Sheets	<ul style="list-style-type: none"> <li>• Excel</li> <li>• QuatroPro</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal Generation                             <ul style="list-style-type: none"> <li>–Financial Projections</li> <li>–Financial Statement Preparation</li> <li>–RFP Response</li> <li>–Forms</li> <li>–Budgeting and Modeling</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Microsoft Corp.</li> <li>• Symantec Corp.</li> </ul>
Word Processing	<ul style="list-style-type: none"> <li>• MS Word</li> <li>• WordPerfect</li> </ul>	<ul style="list-style-type: none"> <li>• Business Correspondence                             <ul style="list-style-type: none"> <li>–RFP Response</li> <li>–Business Proposals</li> <li>–E-mail</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Microsoft Corp.</li> <li>• Corel</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>• Monarch</li> </ul>	<ul style="list-style-type: none"> <li>• Data capture from legacy systems</li> </ul>	<ul style="list-style-type: none"> <li>• Datawatch</li> </ul>
Graphics	<ul style="list-style-type: none"> <li>• PowerPoint</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal Generation                             <ul style="list-style-type: none"> <li>–Executive Presentations</li> <li>–Trade Shows and Conventions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Microsoft Corp.</li> </ul>
On-line Services	<ul style="list-style-type: none"> <li>• WebEx</li> <li>• Qwest.net</li> </ul>	<ul style="list-style-type: none"> <li>• Web Conferencing/Meeting</li> <li>• Industry news</li> <li>• Program updates</li> <li>• Competitive analysis</li> <li>• Market research</li> </ul>	<ul style="list-style-type: none"> <li>• WebEx Communications, Inc.</li> <li>• Qwest</li> </ul>
Database Management	<ul style="list-style-type: none"> <li>• Paradox</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Corel</li> </ul>
Business Support	<ul style="list-style-type: none"> <li>• Health law                             <ul style="list-style-type: none"> <li>–Research</li> <li>–Support</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Medicare and Medicaid Education</li> </ul>	<ul style="list-style-type: none"> <li>• Commerce Clearing House</li> </ul>

## Presentations

### Seminars and Conferences

Greg has designed and promoted seminars serving executive and middle management participants. A few noteworthy programs designed and presented by Greg include:

#### SMS/Siemens Financial Health Executive Forum (FHEF)

##### Audience

A prestigious invitation only seminar made available and tailored specifically to CFO's and open to Board members of the company's best customers.

##### Topic

This seminar is presented annually. Greg's topic centered on proposed APC regulations, their probable impact, and the need for a thorough impact analysis to identify a hospital's

exposure, and to formulate strategies to deal with this change in payment methodology.

### **SMS/Siemens Health Executive Forum (HEF) X2**

#### **Audience**

A prestigious invitation only seminar made available and tailored specifically to CEO's as well as interested Board members of the company's best customers.

#### **Topic**

This seminar is presented annually. Greg's topic centered on proposed APC regulations, their probable impact, and the need for a thorough impact analysis to identify a hospital's exposure, and to formulate strategies to deal with this change in payment methodology.

### **Federated Ambulatory Surgery Association (FASA)**

#### **Audience**

Presented to owners of single specialty and multi-specialty surgery centers.

#### **Topic**

The focus of this seminar was to provide an overview of Managed Care Contracting strategies and the impact of Medicare 8 Tier Reimbursement methodology on profitability and managed care contracts.

### **National Managed Healthcare Congress (NMHCC) - Executive Briefing Series**

#### **Audience**

The target audience for this presentation was large insurance companies, HMO's, and IPA's.

#### **Topic**

The focus of this conference was to provide an overview of managed care contracting strategies, the impact of Medicare 8 Tier payment methodology on ASC profitability, and the future rate of adoption by non-Medicare insurers.

### **American Association of Ambulatory Surgery Centers Formerly the Association of Outpatient Surgeons**

#### **Audience**

The seminar was directed to the stakeholders of physician owned special purpose surgery centers.

#### **Topic**

The subject was *Managed Care Contracting* and *The Future of Special Purpose Vs Multi-specialty Surgery Centers*.

### **California Ambulatory Surgery Association**

#### **Audience**

The workshop was prepared for key administrative personnel of corporate and individually owned multi-specialty surgery centers.

#### **Topic**

This biannual workshop's subject was dedicated to strategies of managed care contracting. Specific input was requested on actual language issues, payment rates, and the possibility of special payment terms for high cost cases.

## **Publications**

### **Variable Staffing and Hospital Cost Containment – Rate Controls**

Published October 15, 1988

## **Education**

### **Alumnus of the University of Washington (UW) — Seattle, Washington** **School of Business Administration**

#### **Bachelor of Arts**

**Double Major:** Accounting and Finance

---

## **Customers Served By Greg Burbridge as *BH&R Management Services, Inc.* and Siemens.**

### **APC Consulting Clients (Siemens)**

McCleod Regional Medical Center, Florence, SC  
Baptist Health System (11 Hospital System), Birmingham, AL  
University of New Mexico Medical Center, Albuquerque, NM  
University of California San Diego Medical Center, San Diego, CA  
Baylor Richardson Medical Center; Richardson, Texas  
Cabrini Medical Center, New York  
Jameson Health System, Inc., New Castle, PA  
Lenox Hill Hospital, NY, NY  
Cabrini Medical Center, NY, NY  
Denver Health and Hospital Authority, Denver, CO  
Goodall Hospital, Sanford, ME  
Lifespan, Boston, MA  
Methodist Hospitals of Gary, Indiana; Gary, Indiana

### **Ambulatory Surgery Center Clients:**

Arizona Medical Clinic, Peoria, Az.  
ASC Network (formerly; Premier Ambulatory Systems, Inc.), Burbank, CA.  
Children's Surgery Center (Children's Hospital), Oakland, Ca.  
Doctors Surgery Center, Whittier, Ca.  
East Bay Surgery Center, Oakland, Ca.  
Golden Triangle SurgiCenter, Murrieta, Ca.  
HealthSouth Surgery Center Tucson, Tucson, Az.  
HEALTHSOUTH, Surgery Centers West, Inc., Sacramento, CA.  
Henry Mayo Newhall Memorial Hospital, Valencia, Ca.  
Mesa General Hospital Medical Center, Mesa, Az.  
North Solano Surgery Center, Vacaville, Ca.  
Physicians Surgery Center, Daly City, Ca.  
San Francisco Surgicenter, San Francisco, Ca.  
St. Mary's Regional Medical Center, Reno, Nv.

SurgiSite Outpatient Surgery Center, Phoenix, Az.  
Sutter Surgery Centers, Inc., Sacramento, Ca.  
Tri-Valley Surgery Center, Pleasanton, Ca  
Walnut Creek Surgery Center, Walnut Creek, Ca.  
Warner Medical Park Outpatient Surgery, Chandler, Az.

**Other Healthcare Provider Clients:**

Baptist Hospitals and Health Systems, Phoenix, Az.  
CODAMA (Community Organization for Drug Abuse, Mental Health and Alcoholism), Phoenix, Az.  
Desert West Obstetrics & Gynecology, Glendale, Az.  
International Genomics Consortium (IGC), Phoenix, AZ  
North Phoenix Medical Specialist, P.C., Phoenix, Az.  
Orthopaedic Surgical Specialists Assoc., Ltd., Phoenix, Az.  
Queen of Angel's - Hollywood Presbyterian Medical Center, Los Angeles, Ca.  
Social & Health Standing Committee; Gila Indian Council, Sacaton, Az.  
St. Joseph Medical Center, Burbank, Ca.  
Sun City Cardiac Center, Inc., Sun City, Az.  
Vanguard Industrial Rehabilitation, Phoenix, Az  
West Covina Medical Clinic, West Covina, Ca.  
Women's Health Care Associates, Chandler, Az.  
Youth Evaluation & Treatment Centers, Phoenix, Az.