



## Henry Kotula

Senior financial executive whose 28-year career includes a strong background in financial consulting and management, strategic business planning, joint venture development, financial transactions, and industry analysis in the hospital and healthcare systems sector for academic medical centers, for-profit and non-profit health systems, free-standing urban and rural hospitals, physician practice management, medical foundations, and capitated claims adjudication organizations in immature and mature managed care markets.

### CFO Leadership • Healthcare • Strategic Business Planning • Turnarounds • Joint Venture Development • Controllership

- **Lead the completion of the turnaround operating budget for Highline Medical Center (Affiliate of Catholic Health Initiatives and Franciscan Health System)**, improved revenue cycle operations, labor productivity and supply chain. Completed year-end audit and stabilized the controllership function.
- **Supported due diligence activities for the proposed/future merger with Stanford University Medical Center**, developed financial forecasts, and provided integration support to newly merged entity, UCSF Stanford Healthcare.
- **Provided turnaround support to the recently divested Tenet Health facility**. Served as Interim Controller for this 460-bed for-profit affiliate of CHA Health System with an operating budget in excess of \$200 million.

### Career Summary

Hardesty, LLC	<i>Partner, 2013 - Present</i>
<ul style="list-style-type: none"> <li>• Served as Interim VP Finance for <b>Alameda Health System (AHS)</b> with an operating budget in excess of \$500 million. AHS is a public health authority providing healthcare to the residents of Alameda County via 475 licensed acute inpatient beds, and is comprised of 3 hospital campuses, 3 community-based health and wellness centers and 500 physicians. Currently assisting the organization in the areas of: operating budget preparation, long-range forecasting, supply chain management, network development and board/finance committee reporting. Major focus on facilitating entity-wide operating expense reduction project with Med Assets.</li> </ul>	
Atticus Healthcare Financial Management	<i>President, 2011 - 2013</i>
<ul style="list-style-type: none"> <li>• Served as interim CFO for <b>Highline Medical Center</b>, a 275-bed two campus freestanding community hospital with a 40-provider medical group and an operating budget in excess of \$200 million. Managed the controllership and treasury functions; capital structure; strategic transactions; business valuation and strategy; financial planning and analysis; information technology oversight; risk management; and turnarounds.</li> </ul>	



## Tatum LLC

*Various Roles, 2005 - 2011*

- Interim Controller at **Phoenix Children's Hospital**. A Freestanding non-profit 340-bed specialty hospital with a 160-physician multispecialty medical group and foundation with an operation budget in excess of \$450 million. Managed Treasury functions, conducted comprehensive patient accounts receivable and hindsight analysis resulting in restatement of prior year audited financial statements.
- Interim VP Finance/ Controller at **Palo Alto Medical Foundation Camino Division** of 900 physician non-profit foundation model multi-specialty medical group with an operating budget in excess of \$1.2 billion. Operating budget exceeded \$400 million.
- Interim CFO/Controller at **Sisters of Charity of Leavenworth Health System** a non-profit 100-bed sole community hospital with an operating budget in excess of \$100 million.
- Interim Controller at **CHA Hollywood Presbyterian Medical Center** a 400-bed non-profit medical center with an operating budget in excess of \$300 million. Worked with new senior management team in the midst of a fast track turnaround. Documented key elements of Medicare and Medi-Cal Disproportionate Share Reimbursement and related issues.
- Interim Controller at **Sisters of Charity of Leavenworth Health System** a non-profit 333-bed medical center with an operating budget in excess of \$250 million.
- Interim Controller at **Hoag Memorial Hospital Presbyterian** a non-profit 511-bed medical center with an operating budget in excess of \$600 million and \$1.8 billion assets. Conducted a comprehensive review of contractual allowances and bad debts for CFO presentation to the Finance Committee. This resulted in an \$11 million adjustment to increase contractual allowances.

## Additional Career Experience

- **Kotula International:** President – Interim Healthcare Financial Leadership Services (10 years)
- **Ernst & Young:** Audit & Management Consulting Practices (6 years)
- **KPMG Peat Marwick:** Healthcare Consulting Manager; CPA (inactive) (3 years)
- **Tatum:** CFO Partner in the National Healthcare Practice (6 years)
- **Hardesty:** Partner in National Healthcare Practice, Executive Services

## Education

- Penn State University / Bachelors in Accounting
- Advisory Board

## Affiliations

- HFMA - Fellow
- Society of Professional in Healthcare
- Bay CFOs
- American College of Healthcare Executives