

Bradley C. Adams, CPA

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HIGHLIGHTS

Collaborated with Medical Director to **reduce Reference Lab expenses between \$1 and \$2 million annually** through a combination of contract negotiations, vendor consolidation, and utilization management.

During a clinic audit, identified approximately **\$588,000 in unbilled charges** that would have resulted in **\$300,000 of reimbursement**.

Redesigned the process to map collections from the patient billing system to the general ledger **reducing monthly errors** and exceptions from approximately **\$250,000 to \$12,000**.

Published two articles in *Journal of Accountancy*, North America's oldest and most-read accounting journal.

Passed all four sections of the CPA Exam in a single sitting on my first attempt.

TECHNICAL SUMMARY

Routinely complete analysis of large data sets from disparate platforms and information systems using **Excel and Microsoft SQL Server**.

Experience designing and managing the development of database driven web applications.

Perform **information security risk assessments**, evaluate controls, and provide recommendations.

PROFESSIONAL EXPERIENCE

Vanderbilt University Medical Center, Nashville, TN 2001 - Current
Academic medical center consisting schools of medicine and nursing, four hospitals with 1,019 beds, 1.8 million outpatient visits, and research activities with over \$472 million in sponsored research.

Business Intelligence Developer, Diagnostic Labs 2013 - Current

The Diagnostic Labs provide transfusion services and all anatomic, clinical, molecular, and genetic testing for Vanderbilt University Medical Center and several other community hospitals, long-term care facilities, and clinics. Providing 24-hour coverage requires approximately 350 FTEs and an operating budget of \$70 million.

Accomplishments

- Develop and maintain a database consolidating information from multiple systems (e.g., patient accounting, laboratory, accounts payment) used to develop and provide utilization reports and additional ad-hoc analysis.
- Managed timeline, assignments, and milestones for laboratory operations leading to the successful implementation of new Laboratory Information System (Cerner).

EDUCATION

University of Tennessee, Knoxville, TN - **Master of Accountancy**, 2000.
Concentration in information systems.

Tennessee Technological University, Cookeville, TN - **Bachelor of Science** in Business Administration, **Cum Laude**, 1998. Major in accounting.

CERTIFICATION

Certified Public Accountant, State of Tennessee (license number 18586).

AWARDS

HFMA: Helen M. Yerger Special Recognition Award for Improvement (2012).

HFMA Tennessee Chapter **President's Award for Service** (2012, 2013, and 2014). Ira M. Lane Award for sustained service (2014).

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- Collaborated with Medical Director to reduce Reference Lab to **reduce expenses between \$1 and \$2 million annually** through a combination of contract negotiations, vendor consolidation, and utilization management.

Senior Auditor, Internal Audit and Institutional Risk Management

2008 - 2013

Worked as part of a team of six to plan and complete all audits and investigations related to the Medical Center. Areas audited include: Change Management, Chemotherapy Pharmacy and Infusion, Reference Labs, Bad Debt and Charity Care Write-offs, Claims, Denials, and Controlled Substances in Research.

Accomplishments

- Identified **critical flaw in the patient billing system** that was automatically sending the current portion of patients' account balance to collection agencies if any dollar amount exceeded a set aging criteria.
- Identified an estimated **\$196 thousand in lost reimbursement** from a third party had contract terms been properly monitored and enforced.
- Designed a co-payment analysis methodology, which revealed that 31 percent of co-payments were not collected at the point of service totaling approximately **\$3 million annually**.
- Designed and programmed a database system to track and report **institutional risk management** to senior executives and the board of trust.

Administrative Officer, Division of Hematology and Oncology

2007 - 2008

The Division is home to over 50 faculty and 70 staff engaged in patient care, basic science research, clinical trials, and teaching with an annual operating budget of approximately \$30 million. I led a team of six direct reports responsible for administration, finance, human resources, and information technology.

Accomplishments

- Developed a methodology to proactively identify effort changes to federal awards thus reducing the number of cost transfers each year and improving compliance with institutional and federal guidelines.
- Aligned job classification and compensation of administrative positions with actual job responsibilities and revised the organizational structure to establish clear reporting relationships.

Senior Financial Analyst, Vanderbilt Medical Group - Revenue Cycle

2004 - 2007

Served as the primary analyst for the director of physician revenue and coding. Founded and led VMG Application Development team that develops database driven web applications using ASP.net and SQL Server.

Accomplishments

- Oversaw the preparation and submission of the annual operation budget of approximately \$20 million.
- Prepared routine and special reports for presentation to senior management focusing on budgets, growth, and financial results and forecasts.
- Redesigned the process to prepare monthly revenue cycle financial reports that decreased hands-on preparation time from approximately **140 hours per month to less than 4 hours per month**.
- **Identified the flaw in the interface** between the patient billing system and general ledger which had prevented the two systems from balancing for over five years.
- Developed a collections forecast methodology to predict monthly cash flow based on average collection rates for each day of the week.

Senior Accountant, Department of Finance

2001 - 2004

Assisted departments in the school of medicine with annual budget preparation totaling approximately \$350 million, accounted for internal program development commitments with annual spending of approximately \$25 million, reviewed capital purchase requisitions, and prepared various financial statements and reports.

Accomplishments

- Provided departments with an **additional 8 days to prepare their budgets** by automating the budget template preparation process. Additionally, reduced the time required to consolidate

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- budget templates for senior management reports from one day to one hour.
- Developed a database to store all new faculty commitment letters as well as track and report on the total dollars committed, budgeted, and spent.

EARLY CAREER HISTORY

Consultant - Catholic Charities of Tennessee (via LBMC Staffing Services)	2001
Accountant - Kruse & Associates, LLP (Acquired by Crowe-Horwath, LLP)	2000 - 2001
Intern - Deloitte & Touche, LLP	1999

ACADEMIC TEACHING EXPERIENCE

Lipscomb University, Nashville, TN

Adjunct Faculty Member, College of Business 2008 - 2012
Taught accounting information systems at both the undergraduate and graduate levels. Developed online course content which requires no campus presence for students.

Belmont University, Nashville, TN

Adjunct Professor, College of Business Administration 2005 - 2007
Taught principles of accounting at the undergraduate level and accounting information systems at the graduate level.

Nashville State Community College, Nashville, TN

Adjunct Instructor, Business and Applied Arts 2004 - 2005
Taught principles of accounting and computer accounting applications.

PUBLICATIONS

- Adams, B.** "Discover the Power of Excel 2007." *Journal of Accountancy* 205.2 (2008): 60-66.
- Rand, R., and **B. Adams.** "E-Commerce: Competencies for the Next Millennium." *New Accountant* 15.1 (1999): 26-29.
- Rand, R., and **B. Adams.** "CPA WebTrust: High-Tech Assurance, Frontier Opportunity." *New Accountant* 14.3 (1999): 10-13
- Galbreath, S., **B. Adams,** and J. Booker. "Sharpen Your Spreadsheet Skills." *Journal of Accountancy* 186.4 (1998): 39-49.

PRESENTATIONS

- "Confessions of an Internal Auditor: IT Edition," *HFMA Winter Tri-State Institute*, Tunica, MS, January 2015.
- "The Art of Requesting Data and Other Strategies for Healthcare Reporting," *South Carolina Fall Institute*, Charleston, SC, October 2014.
- "Confessions of an Internal Auditor," *Florida HFMA Fall Institute*, Delray Beach, FL, September 2014.
- "Using Blogs to Manage Your Chapter Newsletter"
 - HFMA National Leadership Training Conference*, National Harbor, MD, April 2014.
 - HFMA National Leadership Training Conference*, Anaheim, CA, April 2013.
- "Database Essentials for Healthcare Financial Professionals," *Tennessee HFMA Fall Institute*, Gatlinburg, TN October 2013.
- "What Can Internal Audit Do for You?"
 - HFMA Winter Tri-State Institute*, Tunica, MS, January 2013.

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- *Kentucky HFMA Fall Institute*, Lexington, KY, October 2012.
- *HFMA Region V Dixie Institute*, Greensboro, GA, February 2012.
- “Meaningful Use Audit Preparedness,” *Tennessee HFMA Fall Institute*, Gatlinburg, TN, October 2012.
- “Executive Education at Chapter Institutes,” *HFMA National Leadership Training Conference*, Fort Lauderdale, FL, April 2012.

PROFESSIONAL SERVICE

Healthcare Financial Management Association (HFMA)

Region 5

- Chair, Website Committee 2012 - 2015

Tennessee Chapter

- Director, Voting 2011 - 2016
- Chair, Website Committee 2011 - 2015
- Chair, Publications Committee 2015 - 2016
- Chair, Dixie Institute Communication Committee 2015 - 2016
- Co-Chair, Spring Institute Committee 2013
- Member, Spring Institute Committee 2012 - 2015
- Member, Fall Institute Committee 2011 - 2015
- Member, Publications Committee 2011 - 2014
- Member, Website Committee 2010 - 2011

Nashville State Community College

- Member, Accounting Curriculum Advisory Committee 2004 - Current

School for Science and Math at Vanderbilt

- Guest Lecturer, 11th Grade 2011 - Current

TECHNOLOGICAL SKILLS

Operating Systems: Microsoft Windows and Mac OS X

Desktop Applications: Word, Excel, PowerPoint, Access, Outlook, Visio, MapPoint, Business Objects, Photoshop, DreamWeaver, SnagIt, Camtasia, XMind, and Keynote.

Development Tools: Visual Basic for Applications, HTML, SQL, and Microsoft SQL Server including Reporting Services and Integration Services.