

# Victor Cardinoli

8675 Gilpin Court ~ San Diego, CA 92129 ~ 555-555-5555 ~ victor@yahoo.com

---

## HEALTHCARE EXECUTIVE

Multi-faceted healthcare executive with solid and progressive experience in healthcare finance and healthcare consulting. Astute business strategist with proven success in enhancing operational efficiency, streamlining business processes, and motivating cross-functional teams. Proven success in leading organizations through critical transitions. Member of the Healthcare Financial Management Association. Proficient in SDK, HBO Trendstar (CCA, HSL), EZ Cap, AS400 (HAMS 3.0), Microsoft Excel, Microsoft Access, ACL 6.0, Microsoft Word, and Microsoft Outlook. *Additional strengths include:*

- |                                    |  |
|------------------------------------|--|
| ✓ Healthcare Finance               | ✓ Managed Care & Healthcare Consulting |
| ✓ Process Improvement Initiatives  | ✓ Revenue Growth & Enhancement         |
| ✓ P&L Responsibility               | ✓ Budgeting & Forecasting              |
| ✓ Financial Analysis & Forecasting | ✓ Strategic Planning                   |

---

## CAREER HIGHLIGHTS

---

- Directed all facets of process improvement and revenue enhancement associated with contracted clients, which improved revenue by over \$39M in 24 months.
- Pioneered the development and launch of 5 new departments at client hospitals that recovered over \$38M in revenue.
- Established new positions in the cath lab and interventional radiology to improve charge capture.
- Negotiated and analyzed a health system that went from a capitated fee arrangement to fee for service.
- Played a key role in developing best practices in revenue cycle and RAC audits.
- Maintained sole accountability for revenue cycle assessments and revenue growth opportunities on a national basis.
- Created Net Revenue, Labor, and Supplies/Services budget for a hospital with gross revenue over \$1B and net revenue over \$325M.
- Formulated the annual budget for managed care contracting with gross revenue exceeding \$500M.
- Served as the lead financial analyst for annual managed care contracting negotiations, which included analyzing \$500M in gross charges and over \$225M in net reimbursements.
- Managed capital business plans financial pro-formas, which included \$39.9M in total capital purchased for the business plans.

---

## PROFESSIONAL EXPERIENCE

---

### ANALYTICA, INC. - SAN DIEGO, CA (2008 - PRESENT)

*Senior Director, Revenue Management*

Maintained full responsibility for monthly and quarterly reporting. Oversaw contracting, charge capture, coding, and revenue enhancement opportunities. Led efforts to review payment discrepancies, revenue capture, and appropriate coding. Arranged training, analysis, report preparation, and professional development requirements.

- Introduced process improvement within multiple revenue-generating divisions.
- Directed all facets of revenue cycle activities including patient financial services, charge capture, chargemaster (CDM), and denial management.
- Provided hands-on guidance to health systems in revenue cycle management and regulatory requirements.
- Spearheaded efforts to analyze operational processes and integrate regulatory compliance controls by performing assessments, re-designing processes, and assisting in the implementation of recommendations.
- Served as the project manager for code-based reimbursement, charge capture, payment discrepancies, process improvement, and client reporting.

# Victor Cardinoli

Page 2 of 2

---

## **GENERAL MEMORIAL HOSPITAL - SAN DIEGO, CA (2007 - 2008)**

### *Revenue Manager*

Maintained sole accountability for charge capture, payment discrepancies, contract negotiations, CMS developments (MS-DRG communication), chargemaster, risk pool settlements with medical group, and hospital pricing of new/additional services. Interacted with the hospital CFO and Controller on budgeting for net revenue. Produced proformas for business plans including profitability on service lines and cost analysis.

- Served as the primary liaison with hospital CFO, Controller, Director of Managed Care, and Directors of hospital clinical areas.
- Played a key role in the development of the new hospital ER charge sheet for ER level charging.

## **BOGGS HEALTH - SAN DIEGO, CA (1997 - 2006)**

### *Finance Manager - Hospital Operations (2003 - 2007)*

Provided leadership and direction to operational matters within the Finance Department for a 372-bed hospital with 2,200 employees. Supervised and coached 2 Senior Financial Analysts. Handled monthly financial statement review, variance reporting, and labor reporting. Developed monthly variance analysis on actual vs. budgeted figures. Prepared financial analysis and lease vs. buy for capital business plans. Developed chargemaster analysis on charge increases and the relation to contracts and net revenue.

- Spearheaded the preparation of budget and volume spreads for an annual budget that exceeded \$1B in gross revenue, over 25,000 in adjusted discharges, and 2,000 FTEs.
- Maintained responsibility for healthcare analytics, which included various financial and patient care issues.
- Compiled hospital capacity analysis based upon hospital's current service mix trend and projected future patient care demands on the hospital.
- Completed a narrative that summarized the monthly financial activities for the hospital.

### *Senior Financial Analyst - Payer Relations/Contracting (1999 - 2003)*

Evaluated the financial projections of payer contracts in negotiation and reported the impact on revenue for the budget. Prepared the annual budget for the Managed Care Contracting Department. Developed managed care contract analyses including pricing proposals. Provided analysis and recommendations to contracting committee and senior management.

- Led efforts to present financial results of contract negotiations to senior management.
- Served as the lead financial representative at contract negotiation meetings.

### *Managed Care Contract Analyst - Revenue Management Department (1997 - 1999)*

Collaborated with insurance companies on payment discrepancies and related resolutions. Analyzed financial statements using ratio, cost, horizontal, and vertical analysis. Prepared and filed quarterly estimated tax payments. Handled IPA bank accounts including deposits, transfers, and check reconciliations.

- Monitored managed care contracts to ensure contract compliance and correct reimbursements.
- Managed all aspects of monthly, quarterly, and annual reports, which included Income and Expense Statements, Balance Sheet, Statement of Cash Flows, Plan Performance Summaries, Revenue Summaries, Specialty Expense Summaries, and Adequacy of Capitation Summaries.

---

## **EDUCATION & CREDENTIALS**

---

### **Master of Business Administration, Healthcare Management**

University of Phoenix

### **Bachelor of Arts in Business Administration**

Quinnipiac University