

MELVIN (CHIP) R. HURLEY JR., CPA, FHFMA, CGMA
Managing Director, BRG Health Analytics

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SUMMARY

Mr. Hurley has over 35 years of healthcare and management experience in accounting, auditing and consulting with two "Big 4" professional services firms (17 years at E&Y and 4 years at PwC), two National consulting firms (9 years at Navigant Consulting and currently at Berkeley Research Group, LLC since 2010) as well as 3 years corporate management experience with Helix Health, a five-hospital integrated healthcare delivery system, serving in the roles of Senior Director of Finance, Treasurer and Director of Audit and Compliance. Mr. Hurley served as PwC's Partner in charge of their Southeast Region healthcare financial forecasting and merger & acquisitions group and as Audit Partner on numerous healthcare clients. Mr. Hurley also served with Navigant Consulting as the national leader of Navigant's Healthcare Financial Advisory Services' Group, co-leader of Navigant's Healthcare Strategy practice, co-leader of Navigant's Healthcare Performance Improvement Practice and as a member of Navigant's Healthcare Strategic Leadership Team.

PROFESSIONAL EXPERIENCE

Major Clients

- Mr. Hurley's clients have included The Johns Hopkins Health System, Georgetown University, Kaiser, Shore Health System, MedStar Health, Greater Baltimore Medical Center, Lifebridge Health System, Anne Arundel Medical Center, Kennedy Krieger Institute, Meritus Health, Keswick, Hospital for Sick Children, University of Miami, Moffitt Cancer Center, Magellan Behavior Health, Driscoll Children's Hospital, Chester River Medical Center, Kettering Medical Center, Union Memorial Hospital, U.S. Dept. of HUD, Triad Health, HCA, CHN Health Network, JPS Health System, Columbia University FPO, Sutter Health System, Kohlberg Kravis Roberts, Teva Pharmaceutical, Swedish Medical Center, Temple University Health System, Maxis Health System, Wilson Jones Medical Center, West Virginia University Health System, Loyola University Health System, Legacy Health System, Oregon Health & Science University, Moses Cone, Hartford Hospital, Lehigh Valley Health Network, Continuum Health Partners, Holy Cross Hospital, Western Reserve Health Partners / SUMMA, St. Joseph's Hospital, Cardiovascular Research Foundation, Genesis Health, Kernan Hospital, Maine Medical Center, Elmhurst Hospital, University of Arkansas Medical System, Health Alliance of Greater Cincinnati, Ochsner Health System, St. Charles Parish Hospital, Rockford Health, Citrus Health, Baylor Medical Center, Yale New Haven Health System, Cox Health, Western Maryland Health System, Frederick Regional Health System, McCready Medical Center, Princeton Health System, Virtua Health, Trivergent Health, Maryland Crucial Care, Central Health, Cape Fear Valley Health, TPR Collaborative, Advanced Health Collaborative, Atlantic General Hospital, Parish Medical Center and numerous law firms.

Operations Improvement

- Assisted in over 40 hospital performance improvement projects.
- Led a performance improvement project for a \$500 million academic medical center with results exceeding a \$40 million turnaround. Among other changes included a reengineering of patient financial services.
- Extensive experience as vice chairman of a productivity improvement design team for a five-hospital reengineering effort (\$75 million comprehensive effort).
- Led two significant A/R cash collection and revenue cycle improvement efforts at academic medical centers.
- Developed a departmental cost analysis for a hospital to assist in strategic pricing initiatives.
- Developed a business strategy for service consolidations of a two-hospital system.
- Developed a comprehensive risk analysis of a merged system.
- Completed a comprehensive insurance and risk management review of a large University Medical Center.
- Evaluated a two hospital system's inpatient and outpatient behavioral health and substance abuse programs that were in four locations. Developed related reimbursement, strategy, feasibility study and performance improvement plan.

Mergers & Acquisitions

- Developed merger strategies and/or directed due diligence procedures for over 40 hospital mergers or affiliations in over 15 States.
- Significant project management experience in debt and public offerings. Assisted healthcare clients in obtaining debt financing, including preparation of numerous feasibility studies.
- Led presentations to bond insurers, rating agencies and regulators.
- Assisted in the preparation of several Hart-Scott Rodino filings.
- Completed an efficiency study of two major healthcare systems, including an academic medical center.
- Completed an efficiency study of the affiliation of three community hospitals and led the creation of a management services organization for the affiliation.
- Negotiated the spin-off of an HMO subsidiary of a national insurance company.
- Due diligence review of 18-hospital health system for a buyer.
- Assisted clients such as a large Academic Medical Center, multi-hospital health systems and small health systems in evaluation of merger opportunities and due diligence procedures.

Financial

- Audited over 75 organizations for numerous years (approximately 200+ audits) from small community hospitals to large academic health systems.
- Engagement Audit Partner for several hospitals.
- Directed a financial & productivity improvement project at a 300 FTE multi-specialty physician group.
- Responsible for financial reporting, tax filings, coding, and HSCRC reporting for a five-hospital health system.
- Consolidated pension, insurance and risk management services for a multi-hospital health system.
- Implemented an executive compensation program for a 10,000-employee health system.
- Prepared over 50 financial forecasts or feasibility studies for new hospitals, major hospital additions, new services, strategic plans, bond offerings and presentations to Board of Directors.

- Managed a portfolio of investments of over \$500 million with performance exceeding Board established benchmarks.
- Assisted client in consolidating and transitioning finance functions in merger of multi-hospital system with an academic medical center.
- Developed insurance strategies and purchased all insurance for a five-hospital system, including evaluation of an offshore captive insurance company.
- Worked as a Vice President of Finance of a five-hospital health system for 2+ years.
- Prepared a hospital closure analysis.
- Performed valuations of hospitals and large physician practices.
- Evaluated Health systems' and AMC's Finance department's organizational structures, people and processes and recommended strategies for more efficient and effective operations.
- Developed feasibility studies for an Academic Medical Center in Pennsylvania. Gave presentations to rating agencies on Wall Street.
- Several interim consulting roles as Controller, Chief Financial Officer and V.P. Finance.

Litigation Support

- Testified as an expert witness in 2001 regarding forecasting a major healthcare system's costs on behalf of a managed care provider in a rate negotiation arbitration in the State of California.
- Testified as an expert witness in 2002 in a class action lawsuit relating to fairness of hospital charges in the State of Tennessee.
- Testified as a financial expert witness in 2006 relating to a Certificate of Need Application in the State of Washington.
- Testified as an expert witness in 2007 on damages in an anti-trust case in the State of Kansas involving several managed care companies and numerous hospitals.
- Testified as an expert witness in 2008 regarding damages - process and cost estimates to dissolve a five hospital health system in the State of Ohio.
- Performed litigation support services in connection with a whistle blower lawsuit in the State of Texas.
- Investigative special audit of alleged improper billing at hospital in the State of Maryland.
- Performed litigation support services in connection with a managed care provider in the State of Pennsylvania.
- Performed litigation support services in 2005 in connection with a Medical Center in the State of Kansas relating to reasonableness of charges.
- Performed litigation support services in connection with a major pharmaceutical company.
- Testified as an expert witness in 2012 relating to a Certificate of Need Application in the State of Maryland. Additional related work in 2015.
- Performed litigation support services in 2014 in connection with damages in an antitrust case for a health system in New Jersey relating to shift of referrals to another hospital.
- Testified as an expert witness in 2015 in connection with damages in a dispute between a hospital and an outsourced information system and revenue cycle company.

Regulatory Compliance

- Led a HIPAA assessment engagement for a major national managed care company. Prepared a detailed GAP analysis of the organization's current state with required HIPAA regulations. Project included Privacy, Security and Transaction Code Set reviews.
- Led a HIPAA implementation at a 600-FTE physician practice group and two-hospital system.
- Directed two hospitals' and one long-term care facility's corporate compliance plan development initiatives and led five OIG integrity agreement audits.

- Assisted in the enhancement of revenue for clients by reviewing pending reimbursement regulations and developing accurate reimbursement strategies.
- Completed numerous government audits relating to hospital cost structures as a Certified Government A-133 auditor.
- Directed numerous compliance, charge description master, charge capture and APC reviews.

EDUCATION

B.A. and Master's course work, Loyola University Maryland
HFMA, AMA, AHLA, MACPA & Dale Carnegie Training
40 hours CPE required per year for CPA license since 1978

PRESENT POSITION

Managing Director, Berkeley Research Group, 2010 to present
BRG 401K Investment Committee

PROFESSIONAL HISTORY

Managing Director, Navigant Consulting, 2001 to 2010
Partner, PricewaterhouseCoopers, 1997 to 2001
Senior Director of Finance, Helix Health System, 1994 to 1997
Senior Manager, Ernst Young, 1977 to 1994

LICENSES/CERTIFICATIONS

CPA - 1978 (Licensed in State of Maryland)
Fellowship Certification in HFMA (FHFMA) – 1993
Chartered Global Management Accountant (CGMA) - 2014

PROFESSIONAL AFFILIATIONS

2002 President, Maryland Chapter, Healthcare Financial Management Association (HFMA), member since 1980, Petrik Memorial, Medal of Honor, Gold, Silver & Bronze awards
MACPA – Past President Central MD Chapter, Past Chair of Healthcare Committee, Ethics Committee & Academic Relations Committee Member
AICPA – Member
American Health Lawyers Association - Member
UCP of Central Maryland, Past Chairman of Board of Directors
National UCP, Board member, Investment Committee member, Past Audit Committee chair and Secretary, Finance Committee chair and Treasurer
Church past Board member, Investment Committee member
Boy Scouts of America (BSA) - Past Executive Board member of Baltimore Area Council of the BSA, Silver Beaver award recipient and Eagle Scout
Past President of Santa Claus Anonymous & Vice President of Baltimore Junior Association of Commerce Governor & Baltimore County Executive Citations
Presbyterian Eye, Ear & Throat Charity Hospital – Board of Governors