

AACSB 5-YEAR CURRICULUM VITAE
For 2012-13 through 2017-18
STEVEN A. EWING
ADJUNCT PROFESSOR, FINANCE

EDUCATION

Master of Health Administration (MHA), 2006
University of Oklahoma Health Science Center, Oklahoma City, Oklahoma

Bachelor of Arts (B.A.), 1984
Major: Finance

PROFESSIONAL CERTIFICATIONS/LICENSURES

CPA (Oklahoma) Active

COURSES TAUGHT AT ASU

Finance 3361 – Financial Management
Finance 5581 – Healthcare Financial Management

ACADEMIC EXPERIENCE

BUSINESS EXPERIENCE

SENIOR FINANCIAL / OPERATIONS EXECUTIVE

Thirty-two years financial and operational leadership roles in varied business environments; successful in partnering finance with operations to drive long-term gains in business performance, revenues, and bottom-line profits.

Provided turnaround leadership and financial process improvement for struggling organizations. Arranged acquisition financing, delivered investor road-show presentations, and managed post-acquisition integration and consolidation. Built motivated, high-performing teams during both expansion and contraction.

Believe in creating meaningful plans and budgets, establishing performance standards, and holding teams and leaders accountable for results. Able to cut costs without impairing capabilities or hindering growth.

EXPERIENCE AND ACCOMPLISHMENTS

San Angelo Community Medical Center, San Angelo, TX August 2012 – Present
\$118 million net revenue Community Health Systems affiliated hospital... 171 licensed beds... 850+ FTEs

Chief Financial Officer

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- **Led initiatives to improve net revenue in hyper-competitive market** and brought cost control accountability to Senior Leader and Director level through-out hospital and physician owned practices.

Pauls Valley General Hospital, Pauls Valley, OK

2010–2012

\$16 million net revenue PPS sole community public trust hospital... 64 licensed beds, 40 asst living units... 190+ FTEs

Chief Financial Officer

- **Co-led 7-month RFP process to affiliate hospital** with larger non-profit hospital system. Developed comprehensive questionnaire and grading system, provided strategic options, analyzed proposals, and recommended to Board and City Council final suitor.
- **Developed with CEO and senior directors cost-reduction initiatives totaling \$1.9 million** through 12% FTE workforce reduction and 10% non-payroll expense elimination.
- **Enhanced net revenues by \$400K+** through departmental claims review. Provided service line analysis for struggling departments to aid Administration and Board in profit improvement action plans, viability, and external valuations.
- **Reduced net accounts receivable by 4.9 days in 6 months and eliminated 10+ days in DNFB** in the first 3 months. Created contractual allowance and bad debt provision processes where none existed.
- **Instituted up-front cash collections** for all points of patient registration. Improved patient billing and collection processes.
- **Increased Hospital Disproportionate Share reimbursement by \$385K and EMR funding by \$1+ million** filing corrected prior year's cost reports.
- **Provided daily treasury functions and banking relationships** for struggling cash-poor hospital. Worked with Board Chairman for financing with local banks.

Deaconess Hospital, Oklahoma City, OK

2008–2010

\$190 million net revenue Community Health Systems affiliated hospital... 343 licensed beds... 1,400+ FTEs

Assistant Chief Financial Officer

CFO training program with management responsibilities for Case Management, Health Information Management, Materials Management, Information Technologies, Business Office and Patient Registration departments.

Provided financial leadership and management to Employed Physician Clinics.

- **Led initiatives adding \$702K to EBITDA as year-long Interim Director** for 33 physician & 4 mid-level multi-specialty clinic corporation; negotiated physician contracts; negotiated mid-sized practice acquisitions. Continued as senior financial administrator as physician clinic group grew to 60+ providers.
- **Provided Administration Team leadership and presented financial information** to Board of Directors, Hospital Joint Venture shareholders, Utilization Management, Physician Leadership groups, and Palliative Care committee.
- **Reduced A/R days from 68+ days to 32 days** after managing Business Office Billing and Collection system conversion for employed physician clinics. Collected balances greater than 150 days to achieve best aging analysis among division peers.
- **Contributor to three annual strategic and operational planning processes** for hospital, employed physicians, and joint venture entities.
- **Provided decision support reporting** to Nursing Administration, Case Managers, and Utilization Management committee. Service Line analysis performed for large capital projects.
- **Improved reporting process for non-insured patients admitted** allowing for timely submission of Medicaid, other insurance applications or charity care. Change benefited Case Managers in discharge planning.
- **Reduced annual capital outlays by \$275K** through validation of need and quantity with directors. Management of Capital Expenditure Requests to Corporate Office.
- **Participated in monthly Mock Surveys** of hospital departments to ensure JCAHO compliance.

Havenyfield Tree Farm, Oklahoma City, OK

2003–2008

\$3 million wholesaler of landscape products... sales in 11 states... 292 acres in production... 32 employees

VP Operations & Finance

- **Provided sales and marketing strategies to increase sales 60% annually.** Created operational, administrative, and financial systems and processes for startup company. Arranged financing with local banks.
- (stayed with company after Master's degree completion to help owner start 2nd business)

Duncan Equipment Company, Oklahoma City, OK

2002–2003

\$55 million privately held industrial supplies/integrated services provider... clients include GM... 145 employees

Operations & Financial Manager

Brought on board to lead operational turnaround and create strategic growth plan for 50-year-old family-owned business with healthy revenues but substandard profitability. Stepped into combined operations/financial leadership role (reporting directly to CEO) and rapidly implemented the plans, processes, and systems necessary for profit improvement and growth to a national organization.

Strategic Planning/Operational Improvement:

- **Implemented Balanced Scorecard** and developed 5-year strategic plan for the company.
- **Headed up ISO 9001:2000 certification effort and ISO 9002:1994 recertification.** Championed incorporating the ISO standards with the strategic objectives of the Balanced Scorecard to provide a singular front known as Customer Service Assurance. Instilled service/quality awareness organization-wide.
- **Financial Operations Turnaround:** Overhauled lax financial organization, establishing accountability, controls, and conformance to ensure accuracy and integrity of financial reporting.
- **Created detailed financial statements** for management where none existed.
- **Generated \$1 million in A/R collection** through 50% reduction in delinquent accounts.
- **Stabilized financial department** struggling with drawn-out relocation and major company-wide software conversion. Redesigned general-ledger chart of accounts during conversion.

All American Bottling Company, Oklahoma City, OK

1998–2001

\$225 million wholesaler... sales in 7 states... 3 regional production facilities... 1100 union and nonunion employees

Chief Financial Officer

Took on the challenge of providing strategic leadership to financial, accounting, and IT areas of company struggling with heavy debt, acquisition and divestiture issues, and divisional performance problems.

Divisional Turnaround: Immediately assigned to operations leadership role for troubled division with negative cash flow. Led rapid turnaround and continued to oversee divisional performance for 2 years.

- **Overhauled the accounting department.** Trimmed staff; brought financials to timely status; reduced 60+-day A/R delinquencies from 12% to 2%; created sound financial reporting structure.
- **Added \$1 million+ to gross margin** by analyzing sales history, creating benchmark performance standards, and revamping calendar of promotional activities to boost unit sales and profits.
- **Reduced payroll \$800K and operating expenses \$300K** by evaluating and adjusting headcounts in line with industry standards for productivity.
- **Within one year, achieved first positive operating cash flow since the early 1990s.**

Corporate Financial Performance: Created financial plans and controls to bring order and stability to the company's financial operations. Drove cost-cutting programs.

- **Co-led across-the-board cost-reduction initiatives,** teaming with senior management company-wide to find new areas for savings after significant downsizing in prior year. Able to capture additional \$2 million in savings.

- **Reduced \$3 million in accounts receivable to \$800K** through persistent, effective communication with a major franchiser.

Canada Dry Potomac Corporation, Washington, DC 1991–1998
\$120 million regional wholesaler... 480 union and nonunion employees

Chief Financial Officer

Directed finance, accounting, and information services for the corporation. Brought strategic financial and operational perspective to corporate-wide issues.

Inherited an entirely manual accounting organization and drove technology conversion, budget/plan implementation, and process improvement to boost financial capabilities and bottom-line performance.

Browne Bottling / All American Bottling Company, Oklahoma City, OK 1986–1991
\$250 million multi-divisional wholesaler and manufacturer operating in 12 states and the District of Columbia

Divisional Controller, Washington, DC (1989–1991)

Corporate Controller, Oklahoma City, OK (1986–1989)

Coopers & Lybrand, Oklahoma City, OK 1984–1986
Big 8 accounting firm; has since merged to become Pricewaterhouse Coopers, a Big 5 firm

Tax Accountant

INTELLECTUAL CONTRIBUTIONS

PROFESSIONAL DEVELOPMENT ACTIVITIES

SERVICE

ASU College of Business Advisory Council

HONORS AND AWARDS