

# STEPHEN F. BROWN

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## CAREER SUMMARY

Finance and Accounting executive with 35 years experience with two premier diversified health care systems, each offering a full array of health services. Continuous service as a faculty member for over 27 years serving two Universities. Excellent reputation possessing strong people and technical skills. Full range of health care accounting and financial management experience including financial reporting; financial analysis; cost accounting; product line and profitability analysis; capital and operating budgets; financial policies and procedures; business valuation; auditing; cash and investment management; bond financing; community benefit evaluation; accounts payable and payroll; revenue cycle; management development and training; and automated system selection and implementation.

## TEACHING EXPERIENCE

**GEORGE MASON UNIVERSITY**, Fairfax, VA

**1989 to present**

Term Assistant Professor, Department of Health Administration and Policy (2015 to present)

Adjunct Faculty (1989 – 2014)

Developed and taught several financial management courses at both the graduate and undergraduate levels in these degree programs: Master of Health Administration; Master of Science in Nursing; and Bachelor of Science, Health Administration. Participated in CAHME (Commission on Accreditation of Healthcare Management Education) certification process. Courses developed and taught include: *HAP702, Managerial Accounting in Health Care*; *HAP703, Financial Management of Health Systems*; *NUR654, Nursing Administration Financial Management*; *HAP309 Healthcare Accounting*; and, *HAP395, Health Care Finance*.

**UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE**, Adelphi, MD

**2011 to 2013**

Adjunct Faculty, The Graduate School

Redesigned and taught course *HCAD640, Financial Management for Health Care Organizations*, a required course in the Master of Science in Health Care Administration program. UMUC is a world leader in online education with over 90,000 students world-wide, and is known for its excellence in faculty development for online teaching.

## PROFESSIONAL EXPERIENCE

**MARY WASHINGTON HEALTHCARE**, Fredericksburg, VA  
**(formerly MediCorp Health System)**

**1997 to 2010**

Vice President, Revenue Cycle (2009 – 2010)

Vice President, Financial Planning and Analysis (2004 – 2009)

Director of Decision Support (1997 – 2004)

*Selected accomplishments related to teaching:*

- Created and presented several workshops teaching Healthcare Financial Management skills to nursing, allied health professional, support managers, and physician leaders.
- Served as executive coach and mentor as part of the organization's formal leadership development program.
- Developed and delivered presentations on Financial Management topics to external groups.

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*Selected accomplishments related to Financial Management and Leadership:*

- Created financial performance reporting system for organizational entities, including: acute care hospitals; physician practices; nursing homes; assisted living center; home health agency; hospice; surgery center; imaging center; foundation; and corporate office.
- Led the annual operating and capital budget process for an organization with an 11%+ annual growth rate.
- Analyzed the profitability of potential and existing health care programs and presented to Board and Senior Management for decision making.
- Developed and implemented Balanced Score Card reports with financial and non-financial metrics.
- Created long-range financial plan in coordination with the organization's strategic plan.
- Directed the effective management of the organization's revenue cycle program, including managed care contracting and Medicare reimbursement, with annual collections exceeding \$750 million.
- Promoted "Lean" process improvement methodologies in clinical and support settings.
- Part of Executive Team responsible for planning, building, and operating a new stand-alone acute care hospital opened in February 2009.
- Worked on team to raise in excess of \$200 million over several bond financings. Worked with rating agencies to secure and maintain an A bond rating.

**INOVA HEALTH SYSTEM**, Falls Church, VA**1975 to 1997**Controller, IHS Corporate Office (1994 - 1996); Director of Accounting, IHS Corporate Office (1992 - 1994)Director of Internal Audit, IHS Corporate Office (1988 - 1992; 1997)Assistant Administrator/CFO, Fair Oaks Hospital (1978 - 1988)Director of Accounting, Fairfax Hospital Association (1978 - 1985, concurrent with Fair Oaks position)Assistant to the Vice President, Finance, Fairfax Hospital Association (1977 - 1978)Internal Auditor, Fairfax Hospital (1975 - 1977)

- Served as principal instructor teaching Healthcare Financial Management to department managers.
- Continually adapted the financial management of the organization as it grew from a single hospital to a four-hospital system.
- Managed corporate accounting function responsible for consolidation of financial statements for internal and external reporting.
- Developed a coordinated company-wide banking system. Managed short-term investments.
- Created an Internal Audit function responsible for assessing internal controls, and providing reports to the Board and senior management on controls, compliance and operational performance.
- Developed an automated systems analysis group with responsibility for business system selection, installation, and development, including general ledger, accounts payable, materials management, and financial reporting systems.
- Provided full service financial functions as the CFO of a 120 bed acute care hospital.

**EDUCATION, CERTIFICATION AND AFFILIATIONS****Master of Science, Business Administration**; concentration in Health Care Financial Management  
University of South Carolina, 1983**Bachelor of Science, Commerce**; major in Accounting  
University of Virginia, 1974**CPA certification**, Virginia, 1978**Advanced Member, Healthcare Financial Management Association** (Member since 1975; earned Follmer Bronze and Reeves Silver awards; past President of the Washington, D.C. Metro Chapter).