

**Michael R. Del Trecco MBA, FACHE**

***SUMMARY***

Successful professional with over 20 years hospital financial management experience, strategic planning, budget development, physician and hospital reimbursement methodologies, contract negotiations and health care policy development. Management responsibilities include oversight and development of staff with the goal of aligning departmental resources with organizational objectives. Strengths include organizational leadership, business decision making, communications and a strong understanding of Vermont's healthcare reform goals.

***PROFESSIONAL EXPERIENCE***

**The Vermont Association of Hospitals and Health Systems**

**Vice President of Finance**

**Interim Chief Executive Officer**

Senior VP of Finance and Operations

Montpelier, VT

2004 – 2/2016

2/2016 – 8/2016

10/2016 - Present

**Accountable for strategic planning, board leadership, budget development and lobbying efforts to promote member hospital objectives. Responsibilities included strategic planning, staff management, discharge data collection and reporting, IT management and data security, implementation of cost controls, treasury activities and the development of a facilities maintenance plan.**

**Financial Achievements**

- Provide financial leadership to the board of directors on all aspects of reform initiatives. Focus areas included payer relationships and reimbursement policies, Global Commitment Medicaid waiver and All Payer Model reform planning.
- Developed financial models to estimate the impact of Vermont and federal regulatory changes on hospital financial performance. These efforts yielded additional Medicaid payments and prevented rate reductions to Vermont's hospitals.
- Report to Finance committee on all aspects of VAHHS and VAHHS-NSO financial matters including treasury functions, budget development and monthly financial reporting as it relates to strategic planning.
- Provided recommendations to the finance committee related to the organization's strategic plan. These efforts have produced organizational budget savings resulting in less than 3% annual budgetary increases.
- Support organizational strategies and cost savings measures that align with mission of the organization.
- Responsible for the management and accuracy of institutional financial statements. Eliminated all major audit findings and minimized the organization's risk associated with Federal grant accounting.

**Operational / Policy Achievements**

- Integrated reform strategies into organization strategic planning to ensure hospital leadership/members are well informed. Includes both designing and recommending changes to reform models to best represent interest of membership. Intimate knowledge of all aspects of all payer model and population reform efforts.
- Collaborate with VAHHS executive committee hospital CEO and CFO leadership on all aspects of healthcare activities. Areas of expertise include budgeting, all payer model, provider tax, Medicaid DSH, hospital budgets and fixed revenue modeling.

- Converted accounting systems to accurately manage Federal and State grants including the development of internal policies to meet the Federal A-133 Audit requirements.
- Responsible for implementing organizational compliance strategies. This includes accounting policies, political action committee procedures, data use agreements as well as internal controls necessary to limit organizational financial exposure.
- Chartered Vermont patient account manager's billing focus groups with Blue Cross Blue Shield and Medicaid to resolve multiple years of outstanding billing issues.
- Developed strategic objectives to align data reporting into policy and lobbying efforts. Required operational changes to The Association's Network Service Organization to enhance the organizations visibility in Vermont's healthcare reform debate. Co-authored of Vermont Health Systems Payment Report delivered to the GMCB in June 2013.
- Manage all aspects of building operations to ensure a safe work environment for employees and visitors.

### **Fletcher Allen Health Care**

Burlington, VT (1999 – 2004)

### **Director of Reimbursement and Revenue Management**

**Responsibility for managing 15 plus staff in the Reimbursement, Decision Support and Contracting Departments. Accountable for managing and developing strategic initiatives to improve financial reporting across clinical and finance departments. Directed reimbursement, general accounting functions related to net revenues, cash management policies, third party payer contractual negotiations, cost accounting as well as the implementation of utilization management tools to educate providers on clinical practice variation.**

#### **Financial Achievements**

- Developed Methodology for MSA Reclassification. Responsible for managing the process that enabled Fletcher Allen to seek reclassification to the Boston Metropolitan Statistical Area. This resulted in \$70+ million of incremental Medicare reimbursement.
- Initiated the appeal and re-filing of Medicare cost reports to re-capture graduated medical education reimbursement. These efforts resulted in receivables of \$14 million.
- Championed strategic charge master pricing model for hospital and physician services, which improved collection experience by 2%.
- Instrumental in establishing provider-based billing for physician offices. Annual financial improvement approximately \$5 million.
- Enhanced reimbursement by approximately \$1 million by redesigning clinical workflow. These efforts were focused on reducing length of stay.
- Strategic development of multi-year contracting strategies with commercial payers.

#### **Operational Achievements**

- Member of Quality Improvement Workgroup. Initiated strategies to limit clinical practice variation. Worked directly with physician leadership through a data driven process, resulted in improved clinical and financial outcomes.
- Managed implementation of an enterprise wide Decision Support system.
- Member of Supply Chain Management Workgroup. Focused on migrating to single vendor solutions and establishing inventory controls. The efforts resulted in sole source vendor contracts, improved inventory controls as well as reduced supply chain expense.

- Member of the Corporate Compliance Committee. Responsible for establishing organizational policies and procedures as well as providing advice on Medicare and Medicaid regulatory issues.
- Participation on team tasked with redesigning physician compensation plan. Responsible for modeling revenue targets. Developing trust was instrumental in the successful of the project.
- Enhanced the accuracy of the professional and facility charge masters. These efforts reduced billing errors, improved revenue cycle charge capture as well as collections.
- Developed outreach business models as well as contracts to expand services in underserved areas while improving access to market share.

**Beth Israel Deaconess Hospital (Care Group)**

Boston, MA (1998 – 1999)

**Director Revenue Cycle and Reimbursement**

- Revenue management for organization with over \$1 billion in net revenues.
- Implement revenue capture strategies across clinical departments.
- Coordinate filing of Medicare cost report.
- Responsible for Medicare audits and compliance.
- Prepare interim payment analysis to determine corporate cash flow.
- Perform analysis related to merger between Beth Israel and New England Deaconess.

**Winchester Hospital**

Winchester, MA (1996 –1998)

**Manager, Reimbursement**

- Developed collaborative working relationships with reimbursement staff and clinical areas.
- Maximize Medicare cost reports. Recouped \$4.5 million in reimbursement related to Skilled Nursing operations.
- Developed Home Care business opportunity, future home care acquisitions.
- Prepare A/R analysis and book necessary contractual adjustments for monthly close.
- Summarize HCFA regulations and calculate financial impact.
- Provide impact analysis related to Massachusetts's legislation related to the Uncompensated Care Pool Tax.

**Education**

Norwich University

Northfield, VT

MBA, (2009). Summa Cum Laude. GPA 4.0

Northeastern University

Boston, MA

BS Finance, (1990)

Fellow American College of Health Care Executive

**Board Service Experience**

Spectrum Youth

VITL, Member of Executive Committee and Chair of Finance Committee

Vermont Program for Quality Health, Chair of Finance Committee