

**GERALD A. NOLL**  
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## PROFESSIONAL EXPERIENCE

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**SHEPPARD PRATT HEALTH SYSTEM, Baltimore, Maryland**

*A multi-hospital, private, not-for-profit system providing mental health, special education and substance abuse services across Maryland. In addition to inpatient services the Health System provides day hospital, intensive outpatient and outpatient services, residential crisis and rehab homes and vocational programs for individuals with disabilities. Special Education services are provided at 14 school sites across the State. The System has \$370M in net revenues and 5,000 employees.*

**TREASURER ♦ 2016 TO PRESENT**  
**VICE PRESIDENT/CFO ♦ 2014 TO 2016**

Responsible for the Corporate Treasury functions of the System including the investment strategy for a \$160M Endowment and \$200M Defined Benefit Plan. Serve as Plan Administrator for all employee benefit plans, manage the System's leased and owned property portfolio, responsible for a \$20M capital budget, responsible for all levels of liability insurance including self-insured professional liability and worker's compensation plans. Participate as financial lead on all joint ventures and major program redesign initiatives.

As CFO was responsible for the Finance, Patient Accounting, Plant Operations, Health Information, Information Systems, Security, Telecommunications, and Contract Management departments.

- Treasurer for the Sheppard Pratt-Lieber Research Institute, Inc.
- Board Member of Family Services, Inc., Gaithersburg, MD
- Board Member of Behavioral Health Partners, Inc., Frederick, MD

***Notable Achievements:***

- Uncovered \$2.7M in invoice fraud and worked for successful criminal punishment and full restitution.
- Responsible for the successful refinancing of \$70M in tax exempt bonds and an additional \$100M in new money for a replacement hospital facility.
- Led the innovation to respond to State of Maryland budget cuts and develop two new programs to replacement programs no longer being funded.
- Served as Interim CFO for Family Services, Inc. an affiliated company.

**GERALD A NOLL CONSULTING, Oconomowoc, Wisconsin**

*A health care consulting company with a special emphasis on small/rural hospitals and behavioral health. Experience in strategic growth, change, collaboration and financial accountability.*

**OWNER ♦ 2013 TO PRESENT****ROGERS BEHAVIORAL HEALTH SYSTEM, Oconomowoc, Wisconsin**

*A multi-hospital behavioral healthcare system with inpatient, residential and day hospital facilities treating mental health, eating disorders, chemical dependency, obsessive compulsive disorders and child/adolescent disorders.*

**EXECUTIVE VICE PRESIDENT/CFO ♦ 2012 TO 2013****CHIEF FINANCIAL OFFICER ♦ 1993 TO 2012**

Reporting to the President/CEO, responsible for the Finance, Patient Accounting, Dietary, Maintenance, Housekeeping, Health Information, Purchasing, Information Systems, and Telecommunications departments.

Served as Chief Financial Officer for Rogers Partners in Behavioral Health, LLC, a fully owned, for profit, behavioral health consulting company. Also served as CFO/Assistant Treasurer for Rogers Memorial Hospital Foundation, Inc.

***Notable Achievements:***

- Instrumental in the financial turnaround of the hospital with a CPA issued going concern statement upon arrival to one of the leading behavioral healthcare performers in the country.
- Oversaw growth from 80 employees to 1,100 employees and \$8M in revenue to \$150M in revenue.
- Led the design and construction of over \$67 Million in facility improvement in past seven years.
- Demonstrated leadership and collaboration around the negotiation strategy and rate development for all managed care contracts.
- Provided leadership in the conversion to an employed physician model and the hiring of over 30 physicians.
- Responsible for the capitalization of facility improvements through four separate bond issuances including the development of a Community Development Authority for the Village of Summit to be able to issue bonds at a lower cost.
- Negotiated the purchase of 22 acre facility in the Village of Summit for expanded residential programming and the purchase of a 10 acre facility in Brown Deer for the establishment of a new hospital facility.
- Responsible for ongoing relationship development with the City of West Allis, Village of Summit and Waukesha County. Improved the relationship with the Village of Summit from an adversarial relationship to one of partnership and cooperation.

- Developed a product line review process to track profitability by program on a full cost allocation basis.
- Responsible for the initial computerization of the hospital and as well as the establishment of a hospital information system. Led a RFP process to replace the system and implement an Electronic Health Record.
- Performed financial consultations/reviews of behavioral health operations at various hospitals in the Midwest through Rogers Partners.

**NEW LONDON FAMILY MEDICAL CENTER, INC.,** New London, Wisconsin.

*A 52 bed community hospital with 225 employees. A Top 100 Hospital as awarded by HCIA/Mercer.*

**VICE PRESIDENT – FISCAL SERVICES ♦ 1986 TO 1993**

Reporting to the President/CEO, responsible for Accounting, Admitting, Business Office, Central Patient Scheduling, Medical Library, Medical Records, IS, Purchasing, Safety/Risk Management, Central Supply, Dietary, Housekeeping, Laboratory, Maintenance, Pharmacy and Radiology.

***Notable achievements:***

- Provided financial leadership for the hospital to achieve the profitability metrics necessary to become a HCIA/Mercer Top 100 Hospital.
- Pioneered development of a state wide hospital mutual insurance company that led to a 20% reduction in professional and general liability insurance expense through premium decreases and increased dividends.
- Established a Laboratory Courier System to area nursing homes and physician clinics that resulted in an 11% laboratory volume increase.
- Procured a Waupaca County bid to provide meals to local senior sites which improved the hospital's bottom line.

**CONTROLLER ♦ 1983 TO 1986**

**ACCOUNTANT ♦ 1981 TO 1983**

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**EDUCATION**

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**University of Wisconsin – Oshkosh,** Oshkosh, Wisconsin  
Master of Business Administration

**University of Wisconsin – Madison,** Madison, Wisconsin  
Bachelor of Business Administration with a double major in Accounting and in Finance.

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## PROFESSIONAL ASSOCIATIONS

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**Maryland Hospital Association** – Council on Financial Policy Member

**Wisconsin Hospital Association** – Finance Council Member, Medicaid Advisory Group Member, Behavioral Task Force Member.

**Healthcare Financial Management Association** – State Director from 1989 to 1991 and 1995 to 1997. An Advanced Member and Follmer Bronze and Reeves Silver Award Recipient.

**Hospitals United Inc.** (a Mutual Insurance Company) Founding Director 1990 to 1993, Vice President.

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## COMMUNITY INVOLVMENT

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St. John the Evangelist Parish Baldwin MD – Current Finance Committee Member

German Christmas Market of Oconomowoc – Current Director, Current Treasurer

Knights of Columbus – Current Member/Past Recording Secretary

Oconomowoc Area Chamber of Commerce Foundation – Director, President

Oconomowoc Lions Club – Current Member/Past President

Oconomowoc Area Chamber of Commerce – Director, Past President

St. Jerome Parish, Oconomowoc WI – Parish Council Member, Finance Committee Chairman

Parents for Oconomowoc Youth Football – Director/Treasurer/Coach

First Northern Savings Bank of New London – Director (1993-1995)

New London School District – Freshman/Varsity Assistant Baseball Coach

New London Youth Baseball, Inc. – Director/Treasurer/Coach

American Cancer Society of New London – Director, Past President

United Way of New London – Director/Past President