




Robin is a senior finance professional with over 30 years' experience in operational responsibilities, strategic planning and financial management. Her experience covers a range of healthcare operations, from physician practices to major teaching, community, long-term care, critical access, behavioral health, outpatient facilities, governmental, rural, and ambulatory care hospitals. She has expertise in revenue cycle, debt restructuring, treasury management, IT integration and managed care negotiations.

### Professional Experience

Before joining Warbird, Robin served as Director of Revenue Cycle for Athens Regional Health System; CFO at Harnett Health System; CFO at Coshocton County Memorial Hospital; CFO and VP of Finance at Eagle Hospital Physicians, LLC; CFO and VP of Finance at Major Hospital; CFO at Greene Health Partners; and Director of Revenue and Statistical Reporting at Meridia Huron Hospital.

### Contact

**Robin Nichols**  
Director and Sr. CFO Consultant

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- ✦ Interim CFO (and prior Director of Finance) for a 210 bed hospital and 400 bed hospital distinct Behavioral Health units
- ✦ As acting CFO was administrative leader for EMR installation of Meditech and LSS for a JCAHO accredited, full-service acute-care hospital. Met with physicians; corrected outsourcing arrangements, expanded coding expertise and established formal hospitalist program with physicians
- ✦ Managed privately held Hospitalist company with 130 fulltime and 125 part time physicians; responsible for strategic planning, finance function oversight, physician billin, and compliance plans. Improved contracts on poor performing accounts, developed software strategy for payroll, GL, billing and core system design, and created meaningful reports for CMO, VP of Physician practices site
- ✦ CFO and VP Finance of an \$86M community hospital jointly owned by city/county commissioners with net revenues of \$86M, licensed for 95 beds, foundation, for-profit pharmacy, five physician groups, onsite clinic and software company; assumed financial reporting of physician practices and was charged with hiring a team to support the effort
- ✦ Worked with a 210-bed community hospital with distinct units to obtain capital funding that enabled investment for expansion, streamlined revenue cycle and facilitated physician contracting to enable model of practice to fit physician whether employment arrangement or independent model
- ✦ Managed relationships of emergency physicians and anesthesia contracts, reviewed insurance contracts and PHO to take capitation risk, and converted to new IT system, including rebuilding reports and GL structure
- ✦ Functioned as Director of Revenue and Statistical Reporting for a major teaching 395-bed hospital along with 3 other hospitals with total beds just under 1,000
- ✦ Analyzed, maintained, and improved internal control over hospital's fiscal assets. Provided guidance, analysis and review of activities in general accounting, payroll, cashiers and financial analysis and reporting
- ✦ Led conversion of Time and Attendance system, streamlined monthly closing process, established protocol for reimbursement analyst to perform audits of patient bills, and standardized dashboard reports for system hospital executives
- ✦ Led Computerized Physician Order Entry (CPOE) implementation for meaningful use monitoring
- ✦ Improved coding at clinical practice sites by setting schedules for performance of coding staff and meeting monthly with operations members on key initiatives
- ✦ Attended site locations as support for contract issues or training of physician staff
- ✦ Improved net revenue by 15% with strategic pricing, installation of automated supply charging system
- ✦ Served on Medical Advisory Board and assisted in clinical pathway development, resulting in a decrease of average length of stay by one half day
- ✦ Converted to new IT system, including rebuilding reports, GL structure
- ✦ Involved in establishing package pricing for cardiac services with clinical directors across all hospital units

### Education and Certification

- ✦ Masters in Healthcare Administration, Ohio University
- ✦ Bachelor of Science, Accounting, Lake Erie College

### Professional Associations

- ✦ Certified Public Accountant, Ohio