

Hillary M. Kummer

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937-750-4021

EDUCATION

The Ohio State University, Columbus, Ohio

- Master of Health Administration **May 2015**
- Bachelor of Science in Mathematics with a specialization in Finance **June 2011**

Harvard Business School, Boston, Massachusetts

Executive Education

- Value Measurement for Health Care **April 2016**
- Strategic Financial Analysis for Business Evaluation **March 2016**

PROFESSIONAL EXPERIENCE

Senior Director & Administrator

2022 – current

The Ohio State University Wexner Medical Center, Columbus, OH

Imaging Services & Department of Radiology

- Provide executive leadership and direction over the strategic, finance, human resource, and operational aspects of the 500+ person Imaging Service Line, including the Radiology physician enterprise, ambulatory and inpatient services, and the education and research missions
- Plan, develop, implement, and oversee programs and projects designed to evaluate and improve clinical quality, safety, resource utilization and operations in all outpatient ambulatory sites and inpatient hospital areas through the oversight of a budget of \$500M+ gross revenue
- Develop projects and programs to implement system changes that promote care coordination and academic excellence across the academic, research and health care continuum

Administrator

2018 - 2022

The Ohio State University Wexner Medical Center, Columbus, OH

Department of Radiology

- Provide executive leadership and direction over the strategic, finance, human resource, and operational aspects of the 155-person Radiology physician enterprise, supporting the clinical, research, and teaching missions
- Led the development and implementation of a new five-year strategic plan for the department, through the creation of a new vision statement, SWOT analysis, future-state optimization, culture refinement, team building, and goal deployment
- Conceptualized, designed, and implemented a new compensation model to acknowledge physician support of the three-part mission, as well as develop an incentive structure to create alignment with the overall strategic plan
- Provided leadership to the development of a new faculty and staff recruitment and onboarding experience to focus on both the recruitment and retention of top talent
- Redeveloped the administrative organizational structure to support departmental growth with a focus on customer service, efficiency, and accountability
- Accelerated the development of operational and financial scorecards to evaluate capacity, funds flow oversight, and strategic growth opportunities

System Director of Finance, Value-Based Care

OhioHealth, Columbus, OH

2016-2018

- Provided leadership and direction over the value-based care finance team, responsible for all financial and data analytics, modeling, budgeting, long-range financial planning, and monitoring of all system initiatives to support the transition to value-based healthcare
- Financial lead for all value-based care initiatives, including go-to-market products, pay-for-performance programs, alternative payment models, and clinically integrative network (CIN) initiatives
- Built new department by developing internal and external standards, mission, vision, and values, performance metrics and objectives, communication plan, organizational structure, and policies and procedures
- Facilitated system discussion on the role of value measurement as part of the strategic agenda to transform quality and cost in health care
- Responsible for the strategic and operational understanding of applicable statutory, regulatory, and administrative requirements to ensure success with value-based contracts and other quality programs

Business Operations & Finance Manager

2014-2016

Accountant

2011-2014

The Ohio State University Wexner Medical Center, Columbus, OH

Department of Radiation Oncology

- Planned, organized, and directed all aspects of financial and operational management, including the development and administration of financial and operational policies, as well as responsibility for budgets, long-range planning, internal controls, auditing, procurement, HR, productivity, and capital projects
- Developed, managed and reconciled College of Medicine, Physician Group Practice, Comprehensive Cancer Center, and Health System budgets, totaling \$200+M
- Created clear and concise financial models and tools to illustrate budget priorities and opportunities
- Prepared business plans for new initiatives to support the strategic plan, including faculty recruitment, Department Training Center, Department Dashboards, and other Cancer Center initiatives
- Oversaw all technical and professional charge capture, including variance analysis
- Collaborated with the Comprehensive Cancer Center and Department Chair to obtain research grant funding and applicable salary recovery
- Recruited, trained, and managed a team of 12 fiscal and administrative staff members
- Led finance and administrative staff meetings, including team building and process improvement
- Participated in regular strategic, financial and operations meetings with executive level management
- Established standardized, cross-functional auditing procedures for department financial operations, including signature authority, oversight matrix, and required reconciliations
- Developed tracking and accountability standards to balance annual budgets
- Implemented mechanisms to monitor overall faculty productivity, compensation standardization, and alignment of expenses and revenue to meet efficiency and effectiveness benchmarks
- Created the annual “State of the Department” report for internal and external stakeholder dissemination, which includes the compilation of the previous years’ financial, research, academic, clinical, and strategic success, with forecasting for the next year
- Continually worked to increase efficiencies in financial and business processes

Director of Finance & Operations

The Sullivan Centre, Columbus, OH

2007-2011

- Directed all finance and analytics activities including budgets, revenue cycle, information systems, reporting, payroll, and policies and procedures
- Implemented accounting practices to ensure proper collection of overdue accounts and decreased accounts receivable by 75%
- Responsible for contract negotiations and contract employee management
- Developed a cohesive front office team through the implementation of standardized office procedures to improve efficiency, productivity, and profit
- Developed and successfully implemented employee training manual
- Identified and implemented Practice growth strategies through marketing and new service line modeling

Invited Lectures

- *The Future of Healthcare Financing: A Value-Based World?*
The Ohio State University College of Public Health, Master of Health Administration Program
10/2016, 11/2017, 11/2018
- *Budgets & Financial Planning: What's with all those numbers?*
The Ohio State University College of Public Health, Master of Public Health Program
01/2017, 01/2018, 10/2019
- *Physician Compensation: An Academic Medical Center Point-of-View*
The Ohio State University College of Public Health, Master of Health Administration Program
11/2019, 10/2020, 11/2021

Memberships

The Ohio State University – Health Services Management & Policy Alumni Society – *President-Elect*

American College of Healthcare Executives – *Member*

Healthcare Financial Management Association – *Member*