

TRAN THI THU TRAM

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DOB: 02 Nov 1975



Energetic and proactive, with extensive experience in financial analysis and operational management, with a proven ability to support the hospital's operation to achieve strategic goals by effectively leading at all levels.

SUMMARY OF QUALIFICATIONS

- **20 years of experience** in international healthcare organizations, obtained much medical knowledge,
 - 10 years of experience in **managing activities of the hospital including costing, pricing, insurance, financing, operational activities,**
 - Excellent know-how in **strategic planning, budget preparation,** and controlling, **finance management report, performance management,**
 - Successful **team management experience,** including the management of physicians,
 - **Honest, Integrity, mature** and proactive,
 - Strong in leadership, organization.
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PROFESSIONAL EXPERIENCES

1. Hoan My Medical Group

Group Revenue Cycle Management Director (GRCMD)

Jan 2023 to present

As an individual contributor, RCMD will report directly to Group Chief Financial Officer. This position is responsible for all aspects of the revenue cycle management, including but not limited to developing and implementing innovative solutions to maximizing overall billing and collections, leading the in-house and outsourced revenue cycle teams, collaborating with teams from various departments of across the Group, and maintaining excellent relationships with third-party payers. This is the new position in HMG, so I set up everything

- Develop and execute an effective Revenue Cycle Management Strategy
 - Establish and revise policies and procedures related to Revenue Cycle Management
 - Advise and provide guidance to OpCo senior leadership on contracting standards and negotiations, and recommended strategies, as well as involvement in specific negotiations and documentation
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- Responsible for oversight of revenue cycle performance metrics to drive continuous improvement efforts in all areas of the revenue cycle
- Interaction with different stakeholders of the organization: legal, finance, operations, and HR departments, as well as external advisors, consultants, and service providers
- Prepare / Review reports related to Revenue Cycle Management
- Provide training & education to staff on Revenue Cycle Management matters
- Analyze accounts receivable and collection data and extract it into meaningful presentations and actions. Identify the issues and action plans to address
- Develop and maintain external professional relationships with payers, professional associations, regulatory agencies, and other healthcare organizations to monitor and influence
- Ensure internal controls and review mechanisms are in place for key revenue cycle process and ensure that policies and procedures are being followed correctly

2. American international hospital

Senior Financial & accounting manager

Jan 2021 to Dec 2022

- Built up the finance system including financial accountant and management accountant compliance with financial laws and guidelines.
- Led finance and account team to make sure all reports were available on time. Perform regular financial analysis
- Oversee the financial strategic planning of the company by evaluating its performance and potential risks.
- Guide and support the account team to implement the accountant module on Orion system.
- Develop budget and analysis the budget variance to have the appropriate strategies.
- Analysis resource proposal, perform the business analysis for new investments.
- Forecast the cash flow and maintain the positive cash flow.
- Build up the costing and pricing structure of the charge master to maintain the stable margin as strategy.
- Build up the SOPs of finance and accounting.
- Managed insurance team to increase the ratio of insured revenue by increasing the number of direct billing companies.
- Manage cashier and billing team to make sure all collections are performed correctly and on time.

3. City international hospital

City International Hospital (CIH) is a general hospital, with an event capacity of 320 beds.

Finance Director

Apr 2018 to Dec 2020

Achievements: The EBITDA of the hospital from negative to positive in 2018 by increasing revenue thru cooperation with insurance companies and changing pricing policies and cost reduction.

- Lead and develop the finance and accounting team to make sure all daily, weekly, monthly reports are issued on time to update the tax department, CEO, and investors. Perform analyzing finance statements to have the appropriate action plan.
- Prepare monthly forecast cash flow, forecast finance statement, and update the board of directors.
- Prepare reports and documents for monthly steering committee meetings.
- Develop annual budget, long term budget complied with goals and objectives.
- Generate budget, analyzing the variance to be submitted to CEO and board of directors to have the action plan.
- Prepare business plans for special projects.
- Oversee AP, AR, inventory, and treasury to forecast and manage the cash flow.
- Managed insurance team to increase the ratio of insurance revenue by increasing direct billing of numerous companies.
- Coordinate with the clinical and marketing teams to develop and manage the pricing strategy.
- Carry out a regular review of approved pricing policies to ensure they remain competitive in the market.
- Manage non-clinical inventories to ensure stocks are maintained at optimal levels. Coordinate with the Pharmacy Department to ensure proper management of clinical inventories.
- Build up and manage payments of ABR to doctors, revenue sharing to business partners, sale incentives to sale staffs, and commissions to referral agents.
- Form a close working relationship with the department managers, and senior executives to corporate, find solutions to control costs, increase quality of service, and develop more services...
- Work with external audit (when needed).
- Manage purchasing team, and guidelines dealing with suppliers.
- Cooperate with IT team to develop reports, develop and improve solutions.
- Ad hoc reports to CEO, investors.
- Ad hoc tasks related to finance.
- Develop policy, documents involving finance.

Senior Finance Manager

Feb 2014 to Mar 2018

Achievements: build up the chargemaster.

The core responsibilities:

- Supervised the preparation of monthly accounting report of company: VAS, Management report, coaching and instruction finance staff in compliance with management direction.
- Formulated the hospital's budget. Managing hospital financial performance against budget, analysis, and recommending the hospital performance by cost center.
- Reported hospital performance to shareholders.
- Analyzed investment, activities to give recommendations to CFO, and CEO.
- Worked with doctors and nurses to set up and manage charge master.
- Developed and follow-up the Activities Base Remuneration system. Advise doctors on ABR's problems.
- Developed and run Social Insurance system including document supply to social insurance department, request to set up HIS system.
- Managed insurance team.
- Liaison with insurance companies and develop membership program.
- Supported in setting up and operation of the dialysis center, CIH's clinic.
- Supported and drove Business Operation Manager, Accounting Manager, Insurance Manager, IT team in daily operations such as customer service, billing control, management inventory, cash management, insurance, and solving HIS problem.
- Supported marketing team develop products, the necessary technical expertise so that they can sell products.
- Involved in solving hospital issues such as management expiring drugs, buying medical equipment, commenting on marketing campaigns, proposing incentive schemes for marketing, dealing with suppliers...
- Back-up CFO tasks.

4. FV hospital

FV Hospital, JCI accredited hospital, is known for its international standard of care, commitment to clinical quality, and patient-centric service.

With over 950 service staff, including 130 Vietnamese and expatriate doctors, FV provides care across more than 30 medical specialties at its 220-bed hub hospital.

Patient finance team leader

FV Hospital

Mar 2009 to Jan 2014

Achievement:

- Build up the ABR system to pay doctors based on their actual activities. This helps the productivity of doctors improve much.
- Maintain the pricing system and its cost to get the expect gross margin

The core responsibilities of this role included

- Evaluated the feasibility study for the new medical equipment investment. Made a decision on the pricing of the service. Report the investment performance of those projects.
- Analysis of service cost to launch the pricing strategy for the hospital services,
- Managed the pricing system including inventories, services, packages. Deal with doctors and nurses in creating new service items.
- Provided business analysis for board management.
- Set up and maintain system payment for doctors based on activities.
- Supervised staff in calculating remuneration for doctors.
- Supervised staff in giving quotations.
- Orientation for new doctors.
- Coordinated the writing, validation, distribution, and regular review of policies and procedures for BO, billing, and finance departments.
- Supported Billing control, credit control, charging, and receptionist cashier and other departments in daily operations to optimize performance,
- Business owner of item master module of HIS – Orion,
- Management contracts with other hospitals.

Assistant to patient finance director

FV Hospital

Apr 2007 to Mar 2009

- Prepared remuneration list for doctors based on their activities,
- Provided analysis or report on activities, remuneration,
- Pricing analysis - adjust and set up prices under supervise of the patient finance director,
- Developed and updated procedures: procedure of charging, remuneration, pricing setting...,
- Identified risk areas and propose plans to audit and improve.

Billing / Insurance Officer:

FV Hospital

Aug 2005 to Apr 2007

Achievement: set up the billing system for Social Insurance

Assistance for chief cashier

Aug 2004-Aug 2005

Receptionist and cashier

Mar 2003 - Aug 2004

5. Saigon Audio CD enterprise:

Saigon Audio CD enterprise is a state enterprise, which produces CDs, Videotapes, Cassette tapes... had 3 branches for selling its products.

Position title: AR accountant and Deputy Head branch in Vung Tau

from 1998 to Feb 2003

EDUCATION AND CREDENTIALS

- Bachelor in Mathematic Economics, 1998, University of Economics, HCMC, Vietnam,
- Bachelor of Arts in English, 2005, University of social science and Humanities, Vietnam,
- **Training courses:** leadership skills, negotiation skills, ABC, internal audit, people management, interview skills.
- Chief account certificate.
- CFO certificate.
- CMA exam with part 1: 320, part 2: 340.

LANGUAGE AND COMPUTER PROFICIENCY

- Vietnam (native), English (fluent), French (limited),
- Proficient with Microsoft Office products including Word, Excel, and PowerPoint

- *References available upon request* -