

TRAN THI THU TRAM

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Date of Birth: 02 Nov 1975



Ms Tram has accomplished several major hospital financial and operational improvements including effective revenue cycle management and centralization of key operational initiatives. She is energetic and proactive, with extensive hands-on experience in financial and operational management, and has proven ability to support the hospital's operation to achieve strategic goals by effectively leading and interacting 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, accounting, financing, operational activities,**
- Excellent know-how in **strategic planning, budget preparation, controlling finance management reports, performance management,**
- Successful **team management experience**, including the management of physicians,
- **Honest, Integrity, mature** and proactive,
- Strong in leadership and organizational strategy.

PROFESSIONAL EXPERIENCES

1. Sante Hospital

May 2024 to present

Consultant with the role of COO

- Collaborated with Clinical, Nursing departments to increase the proportion of creativity in Sante,
- Provided direction to all the support services departments, i.e. Biomed, Facility Maintenance, Housekeeping, customer service, on developing SOP in line with the Operation Excellence Strategy.
- Designed, evaluated, and implemented service delivery process(s), procedure(s), and workflows of the concerned departments/units with the objective of utmost patient satisfaction from the point of view of ancillary services offered.
- Developed direct billing network and external doctor network

2. Hoan My Medical Group

Cluster Finance Director, Thuan My Cluster

Dec 2023 to Apr 2024

Thuan My Cluster is the new branding of Hoan My, which targets the affordable segment; this cluster includes 3 hospitals (in Binh Duong and Dong Nai) and 1 clinic.

- Responsible for taking on a leadership role in financial decision-making that affected Thuan My positively together with Chief Executive Officer – Thuan My and GCFO Hoan My Corporate, and provided strategic financial input to senior management
- Played a key role in developing and implementing financial procedures to improve and maintain the financial health of Thuan My
- Participated in pivotal decisions relating to strategic initiatives and operational models.
- Monitored, reviewed, and analyzed monthly financial performance, and provided follow-up recommendations with related counter-partners toward the best achievement of business targets.
- Identified, developed business analysis, and executed business initiatives, centralizing consumables, product launches, and new service offerings to improve business efficiency and growth.
- Proposed and follow-up CAPEX plan for business activity of growth with a high rate of both pre- and post-implementation and investment return;
- Served as the key business partner with Human Resources, Operation, Sales and clinical functions to both monitoring and providing support services for each hospital.

Group Revenue Cycle Management Director (GRCMD)

Jan 2023 to Dec 2023

GRCMD, which reports directly to Group Chief Financial Officer, is the new position in Hoan My Group (HMG). This position is responsible for all aspects of the revenue cycle management, including developing and implementing innovative solutions to maximize overall billing and collections, leading the in-house and outsourced revenue cycle teams, and developing SOPs to standardize & streamline the process in the revenue cycle group-wide

- Developed and executed an effective Revenue Cycle Management Strategy
- Established and revised policies and procedures related to Revenue Cycle Management
- Advised and provided guidance to hospitals' senior leadership on contracting standards and negotiations and recommended strategies, as well as involvement in specific negotiations and documentation
- Interaction with different stakeholders of the organization: legal, finance, operations, and HR departments, as well as external advisors, consultants, and service providers
- Provided training & education to staff on Revenue Cycle Management matters
- Developed and maintained external professional relationships with payers, professional associations, regulatory agencies, and other healthcare organizations to monitor and influence
- Ensured internal controls and reviewed mechanisms were in place for key revenue cycle process and ensured that policies and procedures were followed correctly

3. 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 laws and guidelines
- Led finance and account team to make sure all reports were available on time. Perform regular financial analysis
- Oversaw the financial strategic planning of the company by evaluating its performance and potential risks
- Guided and supported the account team in implementing the accountant module on Orion system
- Developed a budget, control the budget, and analyzed the budget variance to formulate appropriate action plan

- Analyzed resource proposals and performed business analyses for new investments.
- Forecasted the cash flow and maintained the positive cash flow.
- Built up the costing and pricing structure of the charge master to maintain a stable margin as the pricing strategy
- Built 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
- Managed cashier and billing team to ensure all collections were performed correctly and on time.

4. 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 went from negative to positive in 2018, with revenue increased through cooperation with insurance companies, changing pricing policies, and reducing costs.

- Led and developed the finance and accounting team to make sure reports were issued on time to update the tax department, CEO, and investors. Performed analysis of finance statements to have the appropriate action plan
- Prepared monthly forecast cash flow, forecast finance statement, and update the board of directors
- Prepared reports and documents for monthly steering committee meetings
- Developed annual budget and long-term budget, complied with goals and objectives
- Controlled budget and analyzed the variance to be submitted to CEO and board of directors to have the appropriate action plans
- Prepared business plans for special projects
- Oversaw 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
- Developed and managed the pricing strategy
- Carried out a regular review of approved pricing policies to ensure they remain competitive in the market
- Managed non-clinical and clinical inventories to ensure stocks were maintained at optimal levels.
- Built up and managed payments of ABR to doctors, revenue sharing to business partners, sale incentives to sales staff, and commissions to referral agents
- Formed a close working relationship with the department managers and senior executives to cooperate, find solutions to control costs, increase quality of service, and develop more services...
- Worked with external audit (when needed)
- Managed purchasing team and guidelines dealing with suppliers
- Managed IT team to develop reports and improve solutions
- Prepared ad hoc reports to CEO and owner
- Developed SOPs for finance and accounting.

Senior Finance Manager

Feb 2014 to Mar 2018

Achievements: Built up the Charged master, SOPs for finance, activities base remuneration to doctors

- Set up report templates of hospital performance to shareholders

- 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
- Built up SOPs related to finance
- Analyzed investment activities to give recommendations to CFO and CEO
- Worked with doctors and nurses to set up and manage charge master
- Developed and followed the Activities Base Remuneration system. Advise doctors on ABR's problems.
- Developed and managed the Social Insurance system, including signing the contract with the social insurance department, requesting to set up HIS system
- Managed insurance team
- Liaison with insurance companies and developed membership program.
- Supported setting up and operation of the dialysis center and CIH's clinic.
- Supported and drove Business Operation Manager, Accounting Manager, Insurance Manager, and IT team in daily operations such as customer service, billing control, management inventory, cash management, insurance, and solving HIS problems
- Back-up CFO tasks.

5. FV hospital

FV Hospital, JCI's 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:

- Built up the ABR system to pay doctors based on their activities. This helps significantly improve the productivity of doctors.
- Maintained the pricing system and its cost to achieve the expected gross margin
- Evaluated the feasibility study for the new medical equipment investment. Decided on the pricing of the service. Prepared reports on the investment performance of those projects.
- Analyzed services cost and to launch the pricing strategy for the hospital services,
- Managed the pricing system, including inventories, services, and packages. Dealt with doctors and nurses in creating new service items.
- Provided business analysis for board management.
- Set up and maintained system payment for doctors based on activities.
- Supervised staff in calculating remuneration for doctors.
- Supervised staff in issuing quotations.
- Provided 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,

- In charged as business owner of item master module of HIS – Orion

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 - adjusted and set up prices under the supervision of the patient finance director,
- Developed and updated procedures: procedure of charging, remuneration, pricing setting...,
- Identified risk areas and proposed 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

6. Saigon Audio CD enterprise:

Saigon Audio CD enterprise is a state enterprise that produces CDs, Videotapes, and Cassette tapes, with 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, and interview skills.
- Chief accountant certificate.
- CFO certificate.
- CMA exam with part 1: 320, part 2: 340.

LANGUAGE AND COMPUTER PROFICIENCY

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