

Matthew Lazari, MHA, FACHE, CLSSBB

PROFESSIONAL EXPERIENCE

Ballad Health, Johnson City, TN

May 2021-present

Ballad Health is a regional health system consisting of 20 hospitals, including 3 Critical Access Hospitals, 15 urgent care locations, with 150+ provider locations, with \$2.5B in Net Revenue

Chief Financial Officer, Ballad Health Medical Associates (08/2022 to present)

- Ballad Health Medical Associates is a combination of 9 different medical groups (4 are for profit, 5 are not for profit), with 785 providers ranging from hospitalists to pediatric subspecialties, generating \$200M in revenue.
- Serve as Finance committee chair for our Accountable Care Organization.
- Oversee accounting, informatics, and revenue cycle departments for BHMA.
- Oversee revenue cycle partnership with Ensemble Health Partners.
- Building a cost accounting system for provider profitability and evaluating downstream benefit to the system.
- Incorporated Inflow physician productivity benchmarking tool to compare productivity to both MGMA and Premier clients
- Serves on the BHMA Board as well as the BHMA Finance Committee
- Launched a new practice manager training and financial education process, leading to a standard work process for variance reviews and action plans.

Senior Director, Finance, Ballad Health Corporate (10/2021-07/2022)

- Responsible for accounting functions for revenue producing departments for both the hospital and medical groups, serving as controller for those areas.
- Standardized pricing across all Ballad hospital facilities including a comprehensive set of charge master (CDM) updates.

Director, Finance, Ballad Health Corporate (05/2021-10/2021)

- Oversaw corporate Finance/Decision Support functions for the acute care facilities, including reporting, data analytics.
- Redesigned the supply chart of accounts for the organization to reflect current workflows and incorporate necessary changes following health system merger.
- Assisted in the CMS Provider Relief Funding audits.
- Consolidated multiple Tax IDs and performed the tax requirements for closing out and creating new entities.

Ventura County Healthcare Agency, Ventura County, CA

Nov 2020 – Apr 2021

Ventura County Healthcare Agency consists of 2 hospitals and a broad network of physician practices. The county hospital was also responsible for the COVID initiatives for the County.

Associate COO (11/2020 to 04/2021)

- Reported to the System COO and served as Associate COO for Ventura County Medical Center and COO for Santa Paula Hospital.
- Executive responsibility for Pharmacy, Respiratory, Radiology, Lab, and Rehab services at Ventura County Medical Center, and all operations for Santa Paula Hospital.
- Helped in designing the new \$200M replacement facility for Santa Paula Hospital
- Re-established radiology services at Santa Paula Hospital with new a CT device and Women's imaging.

Children's Hospital Orange County, Orange, CA

Apr 2019 – Apr 2021

CHOC is a 334 bed level 2 trauma pediatric hospital, \$1B in net revenue, with an extensive pediatric

network including being a delegated entity from Medi-Cal.

Executive Director, Thompson Autism Center

- Reported to Chief Operating Officer and Chief Medical Officer, pursued a passion project to build a much-needed behavioral health center for children.
- Built a comprehensive behavioral health and medical office building from the ground up inclusive of construction, staffing, recruitment and establishing all business processes.
- Generated \$20M in philanthropy and grant funding for capital and operations.
- Recruited Psychologists, Psychiatrists, Neurologists, Pediatricians, Endocrinology, and Gastroenterologists.
- Hired 30 staff and provider team members and established a new division on the medical group in partnership with University of California Irvine.
- Served as a champion for telehealth efforts for the organization as the first business unit to roll out telehealth services in the organization.
- Established all new revenue cycle processes and financial statements with financial oversight of all accounting functions for the Center.

Children's Hospital Los Angeles, Los Angeles, CA

Mar 2011 – Apr 2019

CHLA is a 400 bed, level 1 trauma, pediatric academic medical center with \$2B in net revenue, and \$60M research portfolio.

Vice President, Finance and Operations (01/2017 – 04/2019)

- Reported to the SVP, Chief Clinical Officer I provided financial oversight for all clinical service operations and direct operational management of multiple hospital departments.
- Oversaw operations for Pharmacy, Access/Transfer center, Social Work, Case Management, Rehab services, and Ambulatory services.
- Provide direct administrative oversight of all nursing operations and initiatives.
- Oversaw capital requirements across all clinical departments (\$25M a year in capital).
- Collaborated with hospitalists resulting in a 1.5 day reduction in CMI adjusted length of stay.
- Championed several labor and non-labor cost reduction initiatives leading to realizing \$20M in operational savings including \$12M in nursing expense.

Director, Finance (06/2012 – 12/2016)

- Lead the departments of Decision Support, Budget, and Finance.
- Responsible for enterprise budgeting, including Research, operating, and capital budgets.
- Responsible for all financial planning and analysis including long range financial planning.
- Developed all strategic and financial plans requiring Board approval along with implementation plans.
- Lead and champion Lean Six Sigma projects in revenue cycle, successful projects include: reduction in denials, reduction of days in A/R, ICD-10 implementation, CDI efforts resulting in \$15M reduction in denials, and an increase in \$100M overall revenue cycle efforts over multiple years.
- Developed all physician related strategic and performance improvement initiatives.
- Worked closely with physician and hospital leadership to drive initiatives for APR-DRG conversion, quality improvement initiatives, and patient access both ambulatory and inpatient.

Manager, Financial Operations (03/2011 – 05/2012)

- Lead the organization wide budget, including Hospital, Research, Education, Foundation, and Medical Group, including both operating and capital budgets.
- Developed cost accounting and service line profitability reporting
- Implemented a contract modeling software to evaluate contract performance and calculate expected reimbursement
- Lead all monthly financial and operational review meetings along with key executive members over clinical and operational areas.
- Oversee and coordinate development of all clinical and financial reporting
- Oversee funds flow between Hospital, Medical Group, USC, and other affiliates as well as all physician support related items.

- Develop all physician related strategic and performance improvement initiatives.

Adventist Health Glendale, Glendale, CA

Jul 2009 – Mar 2011

Financial Analyst and Supply Chain Clinical Coordinator

- Reported to the Finance Director and Supply Chain Director, responsible for overseeing the value analysis team and evaluating financial opportunities throughout the organization
- Led the pricing strategy efforts including Charge Master (CDM) redesign
- Generated \$1.5M in implant savings for the facility, and \$50M across the health system

TEACHING EXPERIENCE

University of Tennessee, Knoxville

January 2024 - present

Assistant Professor of Practice, Department of Public Health

- Instructor in Health Management and Policy concentration

East Tennessee State University

Aug 2021 - Present

Faculty, Department of Health Management and Policy, College of Public Health

- Awarded Outstanding Adjunct Faculty Award
- Currently teaching online finance and accounting courses in the College
- Participated in CEPH re-accreditation

University of Southern California

Dec 2017 – Aug 2021

Adjunct Faculty, Sol Price School of Public Policy

- Created curriculum and taught the health policy, finance, accounting, IT, and operations management courses in the Master of Health Administration program, both online and in person
- Served as a preceptor, mentor, and advisor for MHA students completing their fellowships
- Participated in the CAHME re-accreditation

California Baptist University

Aug 2015 – May 2020

Adjunct Faculty, Department of Public Health Sciences

- Taught the quantitative courses in the Master of Public Health Program
- Taught, finance, budget and reimbursement, and accounting in the Master of Business Administration – Healthcare Management program both online and in person
- Conducted research projects with full-time faculty members and served as a preceptor for CBU graduate and undergraduate interns.

California State University Dominguez Hills

Jan 2014 – Jun 2017

Adjunct Faculty, Division of Health Sciences

- Taught health policy, health services administration, and leadership courses in the undergraduate health science program

EDUCATION

Doctorate Degree - Doctor of Policy, Planning, and Development

2024

University of Southern California, Los Angeles CA

Dissertation focus – evaluating tax implications on not-for-profit hospitals in comparison to community benefit

Certificate in Accounting

Jan 2020

University of Berkeley - Extension

MHA – Master of Health Administration

Aug 2010

University of Southern California, Los Angeles CA

PROFESSIONAL AFFILIATIONS AND VOLUNTEER ACTIVITIES

Fellow, American College of Healthcare Executives (ACHE)
Member of Association of University Programs in Healthcare Administration (AUPHA)
Member of American Public Health Association (APHA)
City of Johnson City – Board of Zoning Appeals (2023 to present)
East Tennessee State University – Health Services Professional Advisory Board (2021 to present)
Chapman University – Thompson Policy Institute Board member (2019 to 2021)
Careers in Health and Mentorship Program (CHAMP at CHLA) – Preceptor and Committee Member (2012-2019)

PUBLICATIONS AND CONFERENCE PRESENTATIONS

Parks, A., Lazari, M., O'Dell, B., Avalos, R. (2022). Provider and Staff Responses to Non-Facility Specific Patient Experience Feedback with Post-Acute Care Transitions. *Journal of Quality in Health Care and Economics*.

Parks, A., Lazari, M. (2022). Evaluating Self-Reported Patient Experience with Transitions from General Acute Care to Post-Acute Care Settings. *Journal of Quality in Health Care and Economics*.

Lazari M., Parks, A. (2022). "A Systematic Review of the Impact and Factors Surrounding the CMS Price Transparency Initiative". American Public Health Association Annual Meeting and Expo, Boston, 11/7/2022

Parks, A., Lazari, M. (2021). "Nutrition and Food Behaviors during the COVID-19 Pandemic Era: Exploring the Relationship between Nutrition, Psychological Distress, and Family/Social Life Impairment". American Public Health Association Annual Meeting and Expo, Virtual, 10/25/2021

Parks, A., Lazari, M. (2020). "Self-Reported Mentorship Needs and Preferences of Health Administration and Public Health Students". American Public Health Association Annual Meeting and Expo, Virtual, 10/24/2020

Parks, A., Lazari, M. (2019). "A Portrait of California's Workforce: Mental Health Status, Family Relationships, and Hours Worked". American Psychological Association: Work, Stress, and Health. Philadelphia, PA. 11/10/2019.

Parks, A. Lazari, M., O'Dell, B., Cheema, K. (2019). "Self-reported Mentorship Needs and Preferences of Public Health Students". Southern California Public Health Association. Los Angeles, CA. 10/14/2019.

Parks, A. Lazari, M., O'Dell, B., Cheema, K. (2019). "Best Practices for Preparing Students for the Healthcare Workforce". AUPHA 2019 Undergraduate Workshop. Winston-Salem, NC. 10/13/2019.

Parks, A. Lazari, M., O'Dell, B., Cheema, K. (2019). "Addressing Mentorship Needs and Preferences of Undergraduate Healthcare Administration Students". AUPHA 2019 Undergraduate Workshop. Winston-Salem, NC. 10/12/2019.

Parks, A., Lazari, M. (2019). "Advancing the Healthcare Quality Profession by Developing Direct Educational Pathways". National Association for Healthcare Quality – NAHQ NEXT Conference. Phoenix, AZ. 09/16/19.

Parks, A., Lazari, M. (2019). "Adapt, Motivate, Leverage: Engagement Techniques Used by Online and In-Person Faculty". Online Teaching Conference, Anaheim, CA. 06/18/2019.

Parks, A. & Lazari, M. (2015). "NAHQ Leadership Model Series: Communicating Effectively for Change

and Improvement". California Association for Healthcare Quality.

Parks, A., Lazari, M. (2014). "NAHQ Leadership Model Series: The Art of Data Management", California Association for Healthcare Quality.