

Curriculum Vitae

Name: Dalton A Tong, MBA, CPA, CGMA, FACHE, FHFMA

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Professional Profile:

Seasoned health care executive with significant experience in healthcare management and finance. Has led major healthcare organizations through start-up, turnaround, culture change, and high growth cycles in regulated and free market jurisdictions. Has served in all major executive capacities including Chief Executive Officer (CEO), Chief Operating Officer (COO), and Chief Financial Officer (CFO). In recent years has served as management consultant to healthcare and other non-profit clients, and as faculty member at local universities. Currently, Senior Lecturer at the Carey Business School of the Johns Hopkins University.

Education:

HARVARD UNIVERSITY

Alumnus, Executive Programs in Health Policy and Management, 1978

UNIVERSITY OF BALTIMORE

Master of Business Administration (MBA) / Corporate Management, 1975

Bachelor of Science (BS) / Accounting, Magna Cum Laude Honors, 1973

THE JOHNS HOPKINS UNIVERSITY

Graduate Studies in Administrative Science, 1973 – 1974

UNIVERSITY OF LONDON

General Certificate of Education, 1969

On-going CEU's and professional development in Management, Finance and Health Care Administration

Professional Certifications:

Fellow, American College of Healthcare Executives (FACHE)

Fellow, Healthcare Financial Management Association (FHFMA)

Member, American Institute of Certified Public Accountants (CPA with active license)

Chartered Global Management Accountant, (CGMA)

Member, Maryland Association of Certified Public Accountants (MACPA)

Professional Experience: (Most Recent)

Tong and Associates – Healthcare Management Consultants 1998-Present

- Provide management consultation to healthcare clients
- Consultation to Non-Profit Organizations
- Hospital Economic Grand Rounds
- Strategic and Financial Planning
- Non-profit Budgeting and Forecasting
- Tax Planning and Preparation
- Accounting and Payroll Services
- Compilations and Reviews

Johns Hopkins University-Senior Professional Faculty 1999-Present
-Senior Associate

- School of Medicine – (Business of Health)
- Carey School of Business – (Global MBA Program)
- School of Public Health – (MHS Program)

University of Baltimore – Director, Accounting Honors Program (2009-2014)
- Executive in Residence -- (2009-2014)

- School of Business (Undergraduate/Graduate Accounting Programs)
- College of Liberal Arts (Graduate Program)

Towson University – Adjunct Faculty 2006-2008

- College of Business and Economics (Undergraduate Program)

Professional and Civic Affiliations: 1998-Present

- Community Health Charities of Maryland Vice Chair
- Non-Profit Services Inc. Treasurer
- Healthcare for the Homeless (Advisory Board Member)
- Asthma Allergy Foundation of Greater Maryland/DC (Board Chair)
- 100 Blk. Men of Maryland (Member)
- Cancer Institute for Fertility Preservation (Board Member)
- Be Proud Mentorship of Howard County (Volunteer)
- AICPA (Certified Ambassador)
- MACPA (TCPA Volunteer)
- American Red Cross (Board Prospect)

Professional Experience: (Past)

GREATER SOUTHEAST HEALTHCARE SYSTEM (GSHS) Washington, D.C. 1985-1998

Provided visionary, decisive and prudent leadership to a major health care business organization during a period of significant growth and dynamic changes in customer needs, the competitive market and the national health care industry at large. Engineered and forged valuable business partnerships, and invested tireless energy in generating consensus, building teams and driving forward the progress and success of the entire organization.

Highlights of promotional path, key areas of accountability and significant achievements:

PRESIDENT – CEO (1994-1998)

Senior executive reporting to the Board of Directors of a \$400 million multidimensional, locally predominate health care system comprised of not-for-profit and for-profit entities in Maryland and the District of Columbia:

- Greater Southeast Community Hospital, 494-bed acute care community hospital in the District of Columbia
- Fort Washington Hospital, 37-bed general acute care hospital in Maryland
- Health Care Institute, 183-bed nursing home
- Livingston Health Care Center, 150-bed intermediate and skilled nursing facility
- PHO organization
- Two home health agencies
- Real estate holdings, pharmacies, and partnership interests

Promoted a fiscal discipline that positively impacted the bottom-line, increased cash resources and achieved a competitive cost profile in the local healthcare market. Administered a combined budget in excess of \$360 million supporting all aspects of operations. Directed IT and IS, and the implementation / enhancement of management information systems to support clinical and financial areas. Formulated and implemented operations policies and procedures, implemented process improvements, instituted new / improved budgeting, cost containment and reporting systems, oversaw capital purchasing and led multimillion capital improvement projects. Forecasted, tracked and controlled revenue and expense items, and managed cash, assets and investments.

Led a core executive team of 10 senior-level managers and directed all phases of operations employing more than 100 management, clinical and administrative personnel. Guided human resources programs including wage / salary, benefits, professional recruiting, training and development, succession planning and team-based initiatives.

Contributed strategic direction and interactive leadership to the organization to drive forward the Systems' mission to provide primary care, and the Board's commitment to enhance the health status of the community, while improving overall organizational performance and profitability. Launched several preventive health care and "social relief" programs, spearheaded revenue production, cost containment and process improvements initiatives, and orchestrated high-profile public relations and fund-raising campaigns.

Distinctions, Accomplishments, Projects & Results:

- Pioneered a corporate philosophy of “transformation, expansion and collaboration” and followed-through with strategies, initiatives, programs and action plans incorporating and supporting those concepts.
- Won the Foster G. McGaw Award for Community Service as recognized by the Baxter Foundation and the American Hospital Association, 1987.
- Positioned GSHS as a showcase for domestic and foreign visitors (from places such as Ukraine, Africa, Ireland, Australia and the United Kingdom) to observe proactive, cost-effective community outreach and disease prevention programming.
- Led the System to national prominence as one of “America’s Best Hospitals” as featured in U.S. News and World Report, August 1996
- Partnered with four other health care CEOs to form the Capital Community Health Plan, a District of Columbia-based Medicaid HMO.
- Supervised the creation of the skilled nursing unit at Greater Southeast Community Hospital, directed the addition of a critical care wing at Fort Washington Hospital, procured contemporary medical technology and guided the development and integration of a System-wide indigent care policy.
- Envisioned, structured and championed the Alliance of the Chesapeake, a bilateral, bi-jurisdictional and multidimensional network alliance designed with Dimensions Healthcare, Inc. as a collaboration for business development, financial gains, purchasing leverage, enhancement of services and managed care contracting.
- Forged partnerships and shared-resource alliances with local government, business organizations and community groups to stimulate health care programming, fund-raising, volunteerism and community betterment. Highlights included:
 - Alliance with NationsBank to set-up ambulatory care units in apartment communities being rehabilitated with bank funding.
 - Neighborhood Blood Pressure Watch Program.
 - Parent Empowerment Project Office in cooperation with the National Black Child Development Institute.
 - Partnership in Education, Latchkey Program and Adolescent Health Center at Ballou High School, in partnership with the D.C. Public School System and the D.C. Commission on Public Health.
 - School-to-Work Transition Program providing mentoring, vocational training and employment opportunities for youth – a Commonwealth Fund program.
 - High profile fund-raising campaigns and events benefiting key programs and nonprofit entities. Hosted several major media events enlisting the support and participation of nationally recognized celebrities and local VIPs.

Highlights of Committee Participation and Leadership *(a partial list):*

- Executive Committee of the Board of Directors
- Chair, Senior Management Operations Committee
- Chair, Case Mix Management Committee
- Chair, Productivity Management Committee
- Chair, Hospital Services Steering Committee
- JCAHO Preparation Oversight Committee
- Long Range Planning Committee
- Administrative Management Committee
- Medical Executive Committee
- Joint Conference Committee
- Plant and Equipment Committee
- Finance and Audit Committee
- Compensation, Organization and Employee Development Committee
- Marketing Committee
- Graduate Medical Education Committee

EXECUTIVE VICE PRESIDENT – COO, GSHS (1992-1994)

Developed strategic business plan and managed system-wide operations of all subsidiaries. Led a senior management team including four subsidiary presidents and chief operating officers.

Results & Key Projects:

- Catalyzed \$14 million operational turnaround.
- Centralized key management and support functions including finance, human resources, information systems and operations.
- Leveraged business opportunities and resource utilization among the System's acute care and long-term care facilities to achieve economies of scale and maximum profitability.
- Strengthened the System's position with external regulatory agencies through the cultivation of mutually respectful and beneficial relationships.
- Negotiated favorable rates with Maryland Health Services Cost Review Commission (HSCRC) for funding of Fort Washington Hospital's operations
- Revitalized existing services and launched a full-scale community services campaign integrating health care education, screening and preventive programs and events.

VICE PRESIDENT, FINANCE – CFO, GSHS (1991-1994)

Developed strategic plans, programs and objectives to successfully manage the System's entire financial operation including upgrading of administrative, financial, operational, quality, medical and support functions. Held significant responsibility and accountability for the direct management of complete fiscal operations.

Results & Key Projects:

- Designed and negotiated a \$50 million debt refinancing project and led other initiatives to repair fiscal damage from unprofitable real estate investments during the 1980s.

- Reorganized corporate structure to enhance accountability and improve financial controls and reporting systems among all facilities and subsidiaries.
- Scrutinized community programs measuring their quantitative savings and value against patient encounter figures.

VICE PRESIDENT – CFO, Greater Southeast Community Hospital, Inc. (1985-1991)

Recruited as the top-ranking finance executive for the principle wholly-owned subsidiary and flagship hospital of the Greater Southeast Healthcare System situated in a densely populated section of the District of Columbia. Directed all financial planning, analysis, reporting and decision-making functions during a pivotal period of corporate culture change, fiscal challenge and growth.

Results & Key Projects:

- Achieved and sustained growth momentum and consistent profitability.
- Structured, negotiated and oversaw cost-effective outsourcing contracts for technical, clinical and administrative services (e.g., medical records, information systems, clinical behavioral services).
- Developed an uncompensated care policy to prudently and conscientiously meet the needs of the communities' indigent care population.
- Managed a first-generation PPO
- Cultivated partnership relationships with Howard University Hospital for the provision of radiation oncology services.

SOUTH BALTIMORE GENERAL HOSPITAL, INC., Baltimore, Maryland 1970-1985
(Currently the Harbor Hospital Center)

VICE PRESIDENT OF FINANCE (1980-1985)

Managed financial affairs for a primary subsidiary of South Baltimore General Foundation, Inc. comprised of a 500-bed teaching hospital with 1500 employees and a \$60 million annual operating budget. Held concurrent responsibility for the executive management of all financial affairs of South Baltimore General Hospital, Inc., Hanover Emergency Services Foundation, Inc. (emergency room and ambulatory care center), and South Baltimore General Foundation, Inc. (corporate holding company providing financial and operating support to the two subsidiaries).

Results & Key Projects:

- Received consistent performance-based promotions in the ten years prior to joining the executive management team. Highlights: **Controller** (1975 to 1980); **Chief Accountant** (1973 to 1975); and **Management Intern** (1970 to 1973).
- Managed a competitive cost profile and defended and protected the Hospital's rate base in negotiations with the State's hospital regulatory cost commission (HSCRC)
- Supervised the development of a \$7 million (private placement) expansion feasibility study interfacing with banks, trustees, senior management, attorneys, state authorities, architects and building contractors.

GREATER MACKENZIE DEVELOPMENT TRUST, South America

1968-1970

ADMINISTRATIVE OFFICER

Responsible for planning, organizing and directing the administration and financial activities of a field office for a development company established by the Aluminum Company of Canada (ALCAN) to construct and manage housing and community development in the industrialized city of Mackenzie.

- Concurrently managed the financial affairs of the Trust company.

FACULTY APPOINTMENTS & LECTURESHIPS:

Johns Hopkins University, Carey Business School
Senior Lecturer

(2014-present)

University of Baltimore, Merrick School of Business
Lecturer
Executive in Residence
Director, Accounting Honors Program
Adjunct Faculty

(2005-2014)

THE JOHNS HOPKINS UNIVERSITY SCHOOL OF HYGIENE AND PUBLIC HEALTH
Senior Associate Faculty

Graduate Department of Health Policy and Management

(1988-present)

Johns Hopkins University, School of Medicine/Carey School of Business
Practitioner Faculty /Senior Professional Instructor

(1999-2009)

Towson University, College of Business and Economics
Adjunct Faculty

(2006-2008)

HOWARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS ADMINISTRATION (1990-93)
Visiting Lecturer

Department of Health Services Administration

HOWARD COMMUNITY COLLEGE / DUNDALK COMMUNITY COLLEGE
Adjunct Faculty

(1976)

Department of Management and Business Administration
Member, Curriculum Advisory Committee

SELECTED WRITINGS, INTERVIEWS & PUBLICATIONS:

Social Entrepreneurship and Experiential Learning to Foster Innovation for Humanity: Proceedings of the ACDA and IACD Conference, Auckland New Zealand, 2017

“Robotic Telepresence: Profit Analysis in Reducing Length of Stay after Laparoscopic Gastric Bypass”, American College of Surgeons, 2007

“Beyond Prevention: Healing the *Sociomas*.” Health Care Forum Journal, May 1996

“From CFO to CEO: What Does it Take to Make the Leap.” 1996 HEM Resource Guide, December 1995

“There’s No Fat Left to Cut in Medicare or Medicaid.” Modern Healthcare, October 23, 1995

“Building a Community of Memory, A Healthier Community,” Vision Statement for Greater Southeast Healthcare System, 1995

“A Code for Hard Choices and the Hard Choices We Face, A Reconciliation of Values and Outcomes.” Healthcare Community Direct, 1995

“Hospitals Dodge Fallout from District of Columbia Fiscal Crisis.” Modern Healthcare, February 13, 1995

“Southeast Pushes Bid for Ailing D.C. General.” Washington Business Journal, April 28, 1995

“1989 Foster G. McGaw Prize Winners – Where Are They Now?” Hospitals and Health Networks, May 5, 1995

“D.C. Hospitals: Survival Hinges on the Suburbs.” Washington Business Journal Health Care Quarterly, May 5, 1995

“Hospital’s Rivals Wait Warily for Columbia’s Big Move.” Washington Business Journal, May 12, 1995

“Comments and Perspectives from Dalton Tong on Health Care.” *Interview with John Lombardo*, Washington Business Journal, 1995

“Being Good Neighbors.” *Cover Story*, Hospitals and Health Networks, June 5, 1995

“People.” Baltimore Business Journal, April 29, 1994

“Doers Profiler.” Metropolitan Times, May 17, 1994

“Hospitals on Good Health.” *Business Section*, Washington Post, August 5, 1994

“The X Factor.” Black Professional Magazine, *Cover Feature*, Fall 1994

“Hospitals Say D.C. Owes Millions for Medicaid Fees.” Washington Business Journal, October 25, 1994

“Tong on Health Care Costs.” *Interview with Georgetown University Graduate Students*, November 22, 1994

“Outreach and Outcomes, Collaboration and Costs.” Healthier Communities Direct, 1994

“Dalton Tong: A Schoolteacher at 14, Hospital CEO Hopes to Create Legacy.” Washington Business Journal, November 1994

“Maximizing the IS Investment.” Answers HBO & Co., June 1993

“Tong Discusses Urban Health Care.” Hforum Voice, January 1992

“Mission, Management, Margins: Turnaround of the Year Contest.” Hospitals Magazine, July 1991

“Financing Healthcare.” Modern Healthcare, July 1991

“CFOs: Physician Relations Key to Financial Survival.” Hospitals Magazine, August 1990

“Turnaround: Hospital Cash Flow.” David Zimmerman, Eagle Press Publisher, 1990

“Case Mix Management in the Urban Community Hospital.” Healthcare Financial Management Journal, *Cover Story*, January 1990

“Environmental Assessment.” AHA Teleconference, 1990

“People’s Needs Are Many.” Modern Healthcare, 1989

“Corporate Power and Social Responsibility.” (Master’s Thesis), 1975

HONORS, AWARDS & PROFESSIONAL ACTIVITIES:

- Educator of the Year, Maryland Association of CPAs
- Forin Award for service to charitable organizations (2014)
- Dean Costello faculty Award –University of Baltimore, 2012
- Grant Thornton Accounting Chair, 2013-2014
- Faculty of the Year (Johns Hopkins University) Business of Medicine (2006 and 2008)
- Maryland Smart CPA Award by Smart CEO Magazine (2005)
- American College of Healthcare Executives, Regent’s Award for Excellence in Healthcare Management, 1993
- Tribute to Excellence Award, Greater Southeast Healthcare System, 1993
- Senior Health Care Executive of the Year Award, National Association of Health Services Executives, 1993
- National Distinctive Service Award, National Association of Health Services Executives, 1993
- Emerging Leadership Award, Health Care Forum / Korn Ferry International, 1989
- Profiled in Modern Healthcare, March 1989

- Represented the State of Maryland before a U.S. Congressional Forum discussing national health care issues, 1982
- University of Baltimore's Speaker Representative at the Financial Executives Institute Educational Night, 1973
- Beta Alpha National Honor Society Award, 1973
- Graduating Student of the Year Award, University of Baltimore, 1973

SELECTED PRESENTATIONS:

- Leadership and the Health Communities, Mid-Atlantic Leadership Institute of The Johns Hopkins School of Hygiene and Public Health, Baltimore, Maryland, May 1998 and May 1999
- Diversity in Health, Health Care Financial Management Association, Annual National Institute (ANI), 1998
- Keynote Speaker, Board of Directors and Senior Staff Retreat, Bon Secours Baltimore Health System (BSBHS), Hershey, Pennsylvania, 1997
- Executive Briefings for Hospital Governing Board Members and Medical Staff Leaders, American Hospital Association, Myrtle Beach, South Carolina, 1991
- Health Care Challenges in the 90s: Obstacles and Opportunities (Keynote Speaker), Mid-Atlantic Medical Library Association, Williamsburg, Virginia, 1991
- Service Careers for The Next Generation, National Association of Health Services Executives, San Francisco, California, 1991
- Contemporary Issues for Hospital Trustees – The Challenge of Health Care Financing, American Hospital Association, Chicago, Illinois, 1991
- Integration of Fiscal and Clinical Data for Performance Appraisal, National Association of Quality Assurance Professionals, San Diego, California, 1991
- Health Care Financing and the Dynamics of Contemporary Issues, National Association of Health Services Executives, Third Educational Conference, Washington, D.C., 1989
- Contemporary Issues in Health Care Management, Graduate Department of Health Services Administration, Howard University, Washington D.C., 1989
- Financial Management in Health – Issues and Strategies for the 1990s, National Association of Health Services Executives, Detroit, Michigan, 1988
- Understanding the Maryland Health Services Cost Review Commission and Its Inflation Adjustment System, Maryland Hospital Association in cooperation with Maryland Healthcare Financial Management Association, 1976
- Annual Speaker at the HCFA Hospital Industry Orientation Seminar, Maryland Hospital Educational Institute, 1984 to 1989
- Structuring and Managing Financial Systems for Ambulatory Care, American Hospital Association, Cambridge, Massachusetts, 1990
- Financial Strategies for the 90s, Chesapeake Healthcare Forum Conference, Baltimore, Maryland, 1987

PROFESSIONAL AFFILIATIONS *(past and present)*

Chartered Institute of Management Accountants, certified member
 Fellow, American College of Healthcare Executives
 ~Regent, District of Columbia
 Fellow, Healthcare Financial Management Association
 ~Member, National Matrix
 ~Chairman, Task Force on Diversity
 ~Member, Finance and Audit Committee

Certified Member, American Academy of Medical Administrators
Certified Member, American Institute of Certified Public Accountants
Member, Maryland Association of Certified Public Accountants
Fellow, District of Columbia Institute of Certified Public Accountants
President, D.C. Chapter, National Association of Health Services Executives
Board Member, Regional Advisory Council, National Network of Libraries of Medicine
National board Member, Healthcare Financial Management Association
Member, National Capital Healthcare Executives
Associate Member, National Health Lawyers Association
Member, American Public Health Association
Maryland Hospital Association
 ~Chairman, Prospective Payment System Task Force
 ~Member, Health Care Finance Committee

District of Columbia Hospital Association
 ~Task Force on Care of the Medically Indigent
 ~Economics Affairs Committee

President, Healthcare Financial Management Association, Washington Metro Chapter
National Advisory Board Member, Healthcare Forum
Member, D.C. Economics Club
Member, Federal Trustees, District of Columbia

COMMUNITY & CIVIC AFFILIATIONS:

Community Health Charities of Maryland
 ~Vice Chair

Asthma and Allergy Foundation (Maryland-Greater Washington, DC Chapter)
 ~Chairman of the Board

One Hundred Black Men of Maryland
 ~Co -Chair Economic Development Committee

Cancer Institute for Fertility Preservation
 ~Member, Board of Directors

United Way of Central Maryland, Baltimore, Maryland
 ~Chairman, Audit Committee
 ~Member, Finance Committee

Vantage Place, Inc. of Howard County, Maryland
 ~Member, Board of Directors

Center for Community Development of Prince George's County, Maryland
 ~Chairman of the Board
 ~Chairman, Finance Committee

United Health Services (subsidiary of Greater Southeast Health Care System), Washington, D.C.
 ~Member, Board of Directors

Owen Brown Middle School, Howard County, Maryland
~Chairman, Parent Advisory Committee

Healthcare for the Homeless
~Board Member
~Advisory Board Member
~Member, Finance Committee

Professional and Personal References and Writing Samples Provided Upon Request