

# City of Memphis



TENNESSEE

A C WHARTON, JR.  
MAYOR

October 1, 2010

The Honorable Jim Strickland, Chairman  
Personnel, Intergovernmental & Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Strickland:

Subject to Council approval, it is my recommendation that:

***J. Richard Wagers, Jr.***

be appointed to the Memphis and Shelby County Downtown Parking Authority with a term expiring December 31, 2015.

I have attached biographical information.

Sincerely,

A C Wharton  
Mayor

ACW/lar

c: Council Members



# City of Memphis

## BIOGRAPHICAL INFORMATION APPOINTMENT TO BOARD/COMMISSION

BOARD/COMMISSION

Name: J. Richard Wagers Jr. Race Caucasian M  F

E-Mail Address: rwagers@the-med.org Fax 901-515-9890

Profession/Employer: Regional Medical Center at Memphis - CFO

Business Address: 877 Jefferson Ave. AG62 Memphis, Zip 38103 Phone: 901-545-7676

Education: BS in Accounting and a MBA - Finance

Name of Spouse: Brenda J. Wagers Number of Children: 2

Home Address: 760 Harbor Bend Road Phone: 901-590-0307

City: Memphis State: TN Zip: 38103

I certify that I am a resident of the City of Memphis (Unincorporated areas and surrounding counties are not considered). Yes  or No  If yes, how long? 6 months

Professional Organization/Associations:  
Healthcare Financial Management Association

Other Organizations/Association:  
University Community Health Services; a FQHC- Board member; and Shoot for the Future; an awareness group in support of Spinal Cord Injuries - Board Member

Other Interests:  
Boating, golf, snow skiing, target shooting, hiking

Signature J Richard Wagers Jr Date 9-28-2010

**J. RICHARD (Rick) WAGERS, Jr.**  
3120 Braintree Rd • Franklin, TN 37069  
(615) 243-8065 cell • (615) 794-8065 home  
rick.wagers@gmail.com

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**SENIOR VICE PRESIDENT and CHIEF FINANCIAL OFFICER**

*Profit & Loss Analysis / Regulatory Compliance / Strategic Planning / Financial Planning & Reporting / Internal Controls / Cost-Benefit Analysis / Cost Reduction & Avoidance / Debt Management*

Senior Vice-President and Chief Financial Officer with 30+ years experience leading and directing dynamic teams in the academic healthcare finance arena. Distinguished performance as a member of the executive management team, providing strategic leadership, vision and tactical action to deliver improved financial performance, and profit results. Successful track record of developing and implementing improved processes and procedures.

**PROFESSIONAL EXPERIENCE**

**VANDERBILT UNIVERSITY MEDICAL CENTER, Nashville, TN** 1977 – 2009  
*Vanderbilt University Medical Center (VMC) has a 135-year history as a leader in medical education, research and patient care throughout the Southeast and the nation. Vanderbilt has been named among the nation's top 100 hospitals by Thomson Reuters, and is the only Tennessee health care provider ranking eight of its adult medical specialties among the nation's top 50 by U.S. News & World Report.*

**SENIOR VICE PRESIDENT AND CHIEF FINANCIAL OFFICER (2000 – 2009)**

**VICE PRESIDENT AND INTERIM CHIEF FINANCIAL OFFICER (1999 – 2000)**

Appointed to the faculty of the School of Medicine of Vanderbilt University as Assistant Professor, Division of Medical Administration (1999)

Member of the medical center's Executive Team. Directed and oversaw all aspects of Finance, Space & Facilities Planning and Plant Operations (810 FTE's) for Vanderbilt University Hospitals, Medical Group & Clinics, academic & research enterprise of the schools of Medicine & Nursing, and the Vanderbilt Healthcare subsidiaries. Scope of responsibility included Patient Revenue Cycle, Business Development & Corporate Decision Support, Financial Training, and Financial Systems Coordination & Support.

- Controlled annual operating budget (\$2.3B) and capital budget (\$100M+) of VMC.
- Led annual budget kick-off meetings with senior leadership and key department heads; cultivated management buy-in for performance improvement initiatives.
- Formalized a financial strategic planning process; examined department level operational goals, consolidated and interpreted inputs and data ensuring consistent distribution across the organization; utilized strategic plan as a roadmap to drive the annual budgeting cycle.
- Developed a process that coordinated the intended projects and the capital spending objectives for incorporation into the University financial plan.
- Integral to expanding an overbuilt campus into an underperforming and underutilized retail space. Developed a long-term financial plan to support moving wellness functions off-campus. Resulting in improved cost effectiveness and patient access to preventive medical treatment while providing space for critical care services on campus.
- Developed functionally matrixed quality improvement teams charged to create reproducible dashboards with drill down capabilities for clinical managers to identify and correct adverse patient outcomes. Enabled leadership to quickly identify and develop corrective measures. Example: recognized by The University Hospital Consortium - reduced Ventilator Acquired Pneumonia incidents.
- Implemented an aggressive billing and collection process resulting in revenue benchmarks among the top 10% in nation for metrics including percent collected, days of revenue outstanding and cost to collect. (i.e., Hospital: 1999/64 days, 2009/46 days; Medical Group: 1999/102 days, 2009/36 days).
- Revised policies and created financial parameters focused on controlling, managing and minimizing the levels of uncompensated care provided and reduced infrastructure processing costs.
- Established an asset inventory process to manage over \$2B in property, plant and equipment.
- Negotiated \$1B+ (net) in debt financing; managed the issuance of both taxable and tax-exempt bonds and commercial paper.

**PROFESSIONAL EXPERIENCE (Continued)**

**VANDERBILT UNIVERSITY MEDICAL CENTER, Nashville, TN (Continued)**

**SENIOR VICE PRESIDENT AND CHIEF FINANCIAL OFFICER (Continued)**

- Created an electronic dashboard of indicators to assist managers with decision-making. Integrated cross-functional metrics - including quality of care information and human resources information - with financial data to provide a comprehensive view of performance indicators.
- Led Medical Center through period of accelerated growth, with over 40% net revenue increase from 2000 to 2009. Balanced infrastructure needs with market share projections and economic trends.
- Directed the federal reimbursement process for Medicare/Medicaid programs, and a broad array of grants and contracts; established an effort reporting system to maximize reimbursements.
- Created "numbers day" to bring strategic leaders together monthly with the intent of creating a "transparent" financial culture. Achieved and surpassed initial charter to educate and engage department chairs and strategic managers in understanding roles in financial management.
- In response to 2008/2009 and continuing economic conditions, orchestrated a financial review process that resulted in a cut of discretionary spending, renegotiating supply costs, and a hiring and compensation freeze.
- Represented Medical Center as a member of the team that corresponds with rating agencies regarding University activities; maintained an AA credit rating throughout tenure.
- Developed and implemented "best practices" using Sarbanes Oxley standards. Created an internal role to focus specifically on assessing, critiquing and documenting internal control processes.
- Developed a risk assessment quadrant that provides management guidance for monitoring and controlling risk. Earned buy-in from Board of Directors to create a team that defined a Risk Assessment Officer role and identified high-risk areas of the University.
- Partnered with executive team to strengthen VMC's financial position and develop short and long-term strategies to meet financial objectives. Developed unique one-time approaches to critical financial solutions and utilized an annual review process to maintain and fine-tune cost structures at or below benchmarks. Improved operating margin from .5% in 1999 to 5.4% in 2009.
- Strategically managed patient care revenue cycles. Systematic reviews were conducted to identify gaps and/or inefficiencies on an established cycle. These were conducted by internal resources and 3<sup>rd</sup> party experts. As an example, a 3<sup>rd</sup> party organization that was equipped to conduct collection functions on accounts identified as self-pay was engaged and operated as extension of VMC. Generated improved collections and reduced write-offs.
- Developed a mergers/acquisition and new business function that reviewed opportunities to expand services and patient care. Performed a business case analysis and submitted best case/worst case scenarios to strategic leadership. Integral to business acquisition team involved with final assessments and negotiations.

**DIRECTOR OF FINANCIAL MANAGEMENT (1993 – 1999)**

**ASSOCIATE DIRECTOR OF FINANCIAL MANAGEMENT (1979 - 1993)**

**ASSISTANT DIRECTOR OF FINANCIAL MANAGEMENT (1977 – 1979)**

**BALL MEMORIAL HOSPITAL, Muncie, IN**

1973 – 1977

**ASSISTANT CONTROLLER**

**EDUCATION**

**MASTER OF BUSINESS ADMINISTRATION-FINANCE, Middle Tennessee State University, Murfreesboro, TN**  
**BACHELOR OF SCIENCE-ACCOUNTING, Ball State University, Muncie, IN**

**PROFESSIONAL AFFILIATIONS and COMMUNITY INVOLVEMENT**

**HEALTHCARE FINANCIAL MANAGEMENT ASSOCIATION**

**NATIONAL ASSOCIATION OF COLLEGE & UNIVERSITY BUSINESS OFFICERS**

**HEALTH MANAGEMENT ACADEMY**

**TENNESSEE KIDNEY FOUNDATION, Board Member**

**UNIVERSITY COMMUNITY HEALTH SERVICES (FQHC Nurse Clinics), Board Member**

**SHOOT FOR THE Future (Spinal Cord Injury Awareness Organization), Board Member**

**BOY SCOUTS OF AMERICA, Fundraising Committee Member**

**MEMPHIS AND SHELBY COUNTY DOWNTOWN PARKING  
AUTHORITY**

**7 Member Board**

**(3) City & (3) County (1) Joint Appointment**

**6 Year Term**

<b>B. Lane Carrick (City)</b>	<b>M/W</b>	<b>12-31-09</b>	<b>6yr. Term</b>
<b>Odell Horton, Jr. (City)</b>	<b>M/B</b>	<b>12-31-10</b>	<b>6yr. Term</b>
<b>John Stokes (City)</b>	<b>M/W</b>	<b>12-31-09</b>	<b>6yr. Term</b>
<b>Cathy Simmons (Joint)</b>	<b>F/W</b>	<b>12-31-15</b>	<b>6 yr. Term</b>

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TENNESSEE



A C WHARTON, JR.  
MAYOR

October 1, 2010

The Honorable Jim Strickland, Chairman  
Personnel, Intergovernmental & Annexation Committee  
City Hall - Room 514  
Memphis, TN 38103

Dear Chairman Strickland:

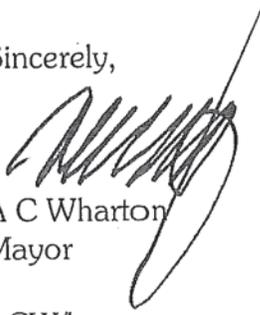
Subject to Council approval, it is my recommendation that:

***Graham W. Askew***

be appointed to the Memphis and Shelby County Downtown Parking Authority with a term expiring December 31, 2015.

I have attached biographical information.

Sincerely,

  
A C Wharton  
Mayor

ACW/lar

c: Council Members



# City of Memphis

BIOGRAPHICAL INFORMATION  
APPOINTMENT TO BOARD/COMMISSION

Downtown Parking Authority

BOARD/COMMISSION

Name: Graham W. Askew Race W M  F

E-Mail Address: grahamwaskew@hotmail.com Fax 901.680.7201

Profession/Employer: Attorney at Butler, Snow, O'Mara, Stevens & Cannada, PLLC

Business Address: 6075 Poplar Avenue, Suite 500  
Memphis, TN Zip 38119 Phone: 901.680.7305

Education: Wake Forest University School of Law, J.D.; Tulane University, B.A.

Name of Spouse: None Number of Children: None

Home Address: 113 S. Main St. #305 Phone: 901.258.4607

City: Memphis State: TN Zip: 38103

I certify that I am a resident of the City of Memphis (Unincorporated areas and surrounding counties are not considered). Yes  or No  If yes, how long? 3 years

Professional Organization/Associations:

Memphis Bar Association; Tennessee Bar Association; American Bar Association

Other Organizations/Association:

The Phoenix Club of Greater Memphis; The Dixon "Young at Art"; St. Mary's Catholic Church; Memphis Area Legal Services

Other Interests:

Making Memphis a better place to live and work.

Signature  Date 7/28/10

# Graham W. Askew

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113 S. Main #305  
Memphis, TN 38103  
(901) 258-4607  
grahamwaskew@hotmail.com

## Legal

**Experience:** **Butler, Snow, O'Mara, Stevens & Cannada, PLLC**  
Associate, August 2007 – Present

**United States District Court for the Eastern District of North Carolina**  
Law Clerk, United States Magistrate Judge David W. Daniel  
February 2006 – April 2007

**Education:** **Wake Forest University School of Law, Winston Salem, NC**  
Juris Doctor, December 2005

- Member, *Wake Forest Law Review*
- Partial Academic Scholarship

**Tulane University, New Orleans, LA**  
Bachelor of Arts, May 2002

- Full Academic Scholarship

## Community

**Involvement:** **The Phoenix Club**

- Serve on the Board of Directors of an entity with the sole purpose of raising money for the Boys and Girls Club

**St. Mary's Catholic Church**

- Active member of a church that has been located in the downtown area since 1864

**Memphis Area Legal Services**

- Frequent volunteer to provide free legal services to the indigent population of Shelby County

**The Dixon Museum Young at Art**

- Active member of an organization dedicated to improving the quality of art in Memphis through the involvement of young people in the community