

Jennifer Adams Knebel

Summary

Healthcare executive focusing on bringing together the **financial and clinical metrics of delivering healthcare**, in conjunction with innovative information technologies, in order to help build more sustainable business models for the industry

Experience

CFO & COO, Child Guidance Center of Southern Connecticut, Inc., Stamford, CT 2012 - present

Initially appointed as the first CFO of this children's mental health clinic, charged with improving a business model that struggled to have sufficient revenue to fund expenses while providing the quantity and quality of services needed by the community. Responsibilities expanded from finance/accounting to include fee revenue maximization, HR administration, IT, facilities, development and administrative staff management, and formulating the financial and operational elements of grant proposals. Accomplishments include:

- Increased fee revenue by 36% from FY12-FY19, driven primarily by a 28% increase in fees per hour of service, attributable to:
 - building a more cohesive administrative team with key specialized skills that allow certain tasks to be shifted from clinicians, thus leveraging their time,
 - quantifying clinician productivity and activity-based costs, enabling leadership to focus clinical time on the highest yielding activities and
 - correcting billing configurations in the agency's electronic health records (EHR) to maximize collections.
- Re-vamped staffing model, compensation structure and hiring process, including the introduction of new HR systems, cutting turnover rate by 20 percentage points within an increasingly competitive job market.
- Stabilized IT support with a hybrid model of both in-house staff and a local outsourced managed service provider (MSP), moving certain functions to the cloud; completed a comprehensive IT HIPAA risk assessment and Disaster Recovery Plan, and created agency's first IT risk training.
- Rationalized agency's facilities to reduce square footage by 17%, despite a 30% increase in staffing since FY12, and to monetize underutilized and/or poorly located properties, while increasing capacity to serve more clients.
- Restructured accounting and development functions and staff to reduce FTE needs by simplifying and automating tasks resulting in quicker, more comprehensive financial reporting and greater flexibility to meet the varied reporting requirements of funders.

Partner, Pendergast Partners, LLC, Rowayton, CT

2001 - 2009

Evaluated dozens of small businesses, primarily in the field of logistics and distribution, for potential acquisition as a founding member of a private equity firm. Developed projections and business plans for the most promising to present to financing sources.

CFO, Arrington Manufacturing, Inc., Martinsville, VA

2006 - 2008

Brought financial and accounting clarity to a single owner business acquired in a leveraged buyout. Restructured its inventory management systems and prepared business for its first audit.

CFO, Wiggin & Wiggin, dba aabalone[red], Darien, CT

1999 - 2002

Converted manual bookkeeping for a web design business to fully electronic, revealing true cash costs and helping owners to manage growth.

Vice President, Hellmold Associates, New York, NY 1990 - 1993

Helped build a firm specializing in advising financially troubled companies or their creditors in or prior to bankruptcy situations, including Macy's and U.S. Gypsum. Responsible for due diligence, financial analysis, including evaluating debtors' cash flow potential, and repairing communications channels among the parties.

Associate, Prudential-Bache Capital Funding, New York, NY 1987 - 1990

Received a wide range of corporate finance experience with specific focus on financial institutions, including insurance and mortgage servicing company valuations, and restructurings of HMOs and airlines.

Account Officer, Bank of America, New York, NY 1982 - 1985

Chosen to develop then execute a product sales training program for overseas account officers because of expertise in the operational and systems aspects of international funds transfer and trade finance services. Completed Account Officer Credit Training Program.

Education

University of Pennsylvania - The Wharton School, MBA, Finance 1985 - 1987

Published thesis work on the strategic use of information technology in securities trading

Georgetown University, BA, History, *cum laude* 1978 - 1982

Non-profit Financial Consulting Work 2010 - 2011

The Bridge Academy, Bridgeport, CT

Danbury Youth Services, Danbury, CT

Creative Connections, Norwalk, CT

Worked with non-profit leaders and board members in the areas of accounting and budget processes and policies, financial governance practices and long-term financial planning.

Non-profit Board Work

Dana Hall School, Wellesley, MA

President of the Corporation, *ex-officio* board member 2017 - present

Member, Board of Trustees 2009 - 2017

Serving on the board of an all-girls private school that has thrived due to inspiring leadership. Participated in the formulation of two strategic plans and chaired a \$1.5 million capital campaign to renovate dormitories.

Treasurer, St. Luke's Parish, Darien, CT 2007 - 2013

Restructured the finance office of a large church and refined its budgeting and financial reporting processes to enable its staff to manage the downturn with 50% fewer hours. Despite falling pledges, helped guide the church to operating surpluses that added to its reserves. Managed the funding of multiple construction and outreach projects as part of a \$7 million capital campaign.

St. Luke's Parish School, Darien, CT

Secretary 2003 - 2005

Treasurer 1997 - 1999

Reconstructed the financial records for a pre-school with a different fiscal year from its parent, yielding the discovery of excess cash resources; these formalized accounting records enabled better budgeting and, with the additional resources, allowed the school to offer medical benefits to its teachers.