



THE CITY OF SAN DIEGO

City of San Diego – Audit Committee

Candidate for Public Audit Committee Member Appointment

Candidate Summary Application Form

Applicant's Name: Gregory R. Zinser Business Affiliation: _____

PLEASE BRIEFLY PROVIDE THE INFORMATION REQUESTED BELOW:

Educational Background:

B.S. Accounting 1976
Ohio State University

Audit Related Experience:

8 years with Ernst & Ernst / Ernst & Young
Audit Committee San Diego Hospice

Professional Credentials:

(CPA, CIA, or other financial or legal)

California CPA
License # 26766E

Professional Audit or Financial

Organization Memberships:

Experience or Special Knowledge
Pertaining to Audit Related Matters:

37 years in senior level finance
and administrative positions.

Civic or Community Experience
(Committees, Boards, Commissions, etc.)

Board member and Treasurer, San Diego
Downtown Rotary
Board member and Treasurer,
Upland School
Chamber of Commerce Public
Policy Committee; Chair of
Next Gen
Committee

Applicant Signature

5/23/13
Date

PLEASE FEEL FREE TO PROVIDE ADDITIONAL INFORMATION OR LETTERS OF ENDORSEMENT.
THANK YOU FOR YOUR INTEREST IN SERVING OUR CITY GOVERNMENT.

To submit your application, please complete and transmit 1) this Summary Application form, 2) the expanded Application form beginning on the next page and 3) a copy of your resume to:

The Office of the Independent Budget Analyst, Attn: Jeff Kawar
202 C Street, MS-3A San Diego, CA 92101

If you would like to submit your application via e-mail, please e-mail to sdiba@sanidiego.gov.

APPLICATION FORM
PUBLIC AUDIT COMMITTEE MEMBER APPOINTMENT
(San Diego Charter Section 39.1)

(If you need additional space to answer any of the following questions, you may attach additional pages.)

1. APPLICANT NAME

(Mr./Mrs./Ms.) First Gregory Middle R. Last ZINSEF

Please list all other names that you have used in the past:

2. CURRENT ADDRESS

Address: [Redacted]
Street City State Zip

In which Council District do you reside? #1

3. PREVIOUS ADDRESSES

Please list all previous residences during the last 10 years.

Address: Street City State Zip
Address: Street City State Zip
Address: Street City State Zip

4. HOME CONTACT INFORMATION

Home Ph: [Redacted] Mobile Ph: [Redacted]
Home E-Mail Address: [Redacted]

5. WORK CONTACT INFORMATION None - retired

Work Ph: Mobile Ph:
Work E-Mail Address:

6. ORGANIZATIONS

Please list all organizations that you have been a member of during the last 10 years that are relevant to this appointment.

San Diego Rotary	San Diego, CA	Board, Treasurer, Finance Chair
Organization	City/State	Type of Work
Organization	City/State	Type of Work

7. VOLUNTEER WORK

Please list all volunteer work that you have performed over the last 10 years that is relevant to this appointment.

Mountdi School	San Diego, CA	Board, Treasurer
Organization	City/State	Type of Work
Community Health Improvement PARTNERS SD, CA	SD, CA	Board, Finance Comm
Organization	City/State	Type of Work
Organization	City/State	Type of Work

8. LICENSES OR CERTIFICATIONS

Please list all relevant licenses or certifications you hold; their numbers, whether you are in good standing, and whether the license is current.

CPA	# 26766E	Inactive	
License Type	License Number	Current Standing	Current (Y/N)
License Type	License Number	Current Standing	Current (Y/N)
License Type	License Number	Current Standing	Current (Y/N)

9. EDUCATION

Please list your High School College University Other educational history.

London High School	London, Ohio	
School	Degree	Major
Ohio State University	B.S. Accounting	Major
School	Degree	Major
School	Degree	Major

10. EMPLOYMENT HISTORY

Please list your employment history for the past 10 years.

Mediac, Inc. Medical Billing
 Employer CEO Type of Business
 Title Position

Duties 804 Scott Nixon Memorial Dr. Augusta, GA 30907
 Address Street City State Zip
 706/396-3251 (HR) www.mediac.com
 Phone Number Website
 1/1/09 9/30/12 retired
 Start Date End Date Reason for Leaving

ASMG/Terris Health Anesthesia Practice Mgt
 Employer CEC Type of Business
 Title Position

Duties 2626 Rustin Rd San Diego CA 92123
 Address Street City State Zip
 658/505-9606 www.ASMGMD.com
 Phone Number Website
 May 2005 - August 2008 Position with Mediac
 Start Date End Date Reason for Leaving

Vista Hill Foundation non-profit healthcare
 Employer CFO and CEO Type of Business
 Title Position

Duties 8910 Clairemont Mesa Blvd San Diego CA 92177
 Address Street City State Zip
 658/514-5195 www.vistahill.org
 Phone Number Website
 September 1984 - June 2004 pursue other interests
 Start Date End Date Reason for Leaving

11. CHARTER REQUIRED QUALIFICATIONS

San Diego Charter Section 39.1 says, "Public members of the Audit Committee shall possess the independence, experience and technical expertise necessary to carry out the duties of the Audit Committee. This expertise includes but is not limited to knowledge of accounting, auditing and financial reporting. The minimum professional standards for public members shall include at least 10 years of experience as a certified public accountant or as a certified internal auditor, or 10 years of other professional financial or legal experience in audit management."

Please explain how you meet the above Charter-required qualifications. Reference any relevant experience or certifications/credentials that would support your candidacy to serve on the Audit Committee. You may alternatively attach a cover letter to respond to this question.

8 years with Big 8 public accounting firm
Almost 30 years after that with total responsibility for finance,
and interacting directly with Board of Directors and
outside auditors.

12. CURRENT ELECTED OR APPOINTMENT POSITIONS

Do you currently or have you ever served in any elected or appointed office or on any local, state, or federal government board, commission, or committee? If yes, please provide information request below.

No If your answer is no, please continue to next question.

Entity	Position	From To
Entity	Position	From To
Entity	Position	From To

13. RELATIONSHIPS AND/OR RELATIVES

To the best of your knowledge, do you have a spouse, registered domestic partner, or other relative who is currently an employee or appointee of the City of San Diego? If yes, please provide this person's name and relationship to the City of San Diego.

No If your answer is no, please continue to next question.

14. AFFILIATIONS

To the best of your knowledge, have you ever been affiliated (as a director, officer, partner, trustee, employee, owner, advisor, or consultant) with any institution, organization, or business entity that might present a potential conflict of interest or the appearance of a conflict of interest with your requested appointment? If yes, please explain.

No

If your answer is no, please continue to next question.

15. FINANCIAL HOLDINGS/PROPERTY

To the best of your knowledge, do you have financial holdings in or receive income from any source or own real property or personal property that might present a potential conflict of interest or the appearance of a conflict of interest with your requested appointment? If yes, please explain.

No

If your answer is no, please continue to next question.

16. DISCIPLINARY ACTIONS

Have you ever been disciplined or cited for a breach of ethics or unprofessional conduct or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If yes, please explain.

No

If your answer is no, please continue to next question.

17. CIVIL LITIGATION OR ADMINISTRATIVE PROCEEDING

In the last 10 years, have you been a party to any civil litigation or administrative proceeding as a plaintiff, defendant, petitioner, or respondent that is relevant to this appointment? If yes, please explain.

No

If your answer is no, please continue to next question.

18. VIOLATION OF A CRIMINAL LAW OR ORDINANCE

To the best of your knowledge, are you currently under federal, state, or local investigation for possible violation of a criminal law or ordinance? If yes, please explain.

No

If your answer is no, please continue to next question.

19. TAX LIEN/COLLECTION PROCEEDINGS

Has a tax lien or other collection proceeding ever been instituted against you by federal, state, or local authorities? If yes please provide the date, a brief description of the events leading to the proceedings, and whether the matter has been resolved.

No

If your answer is no, please continue to next question.

20. RESUME/REFERENCES

Please attach your resume, provide the names and telephone numbers of 3 references who are familiar with your qualifications as they relate to this appointment (business and/or personal associates), and any additional information that you believe relevant to the position for which you are applying.

ADDITIONAL INFORMATION

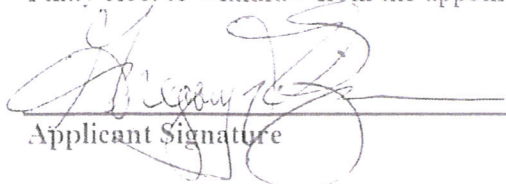
My responses and attachments to this application are full, true, and correct to the best of my knowledge. I understand that I may be disqualified from consideration if I knowingly make false statements on this application or omit material information. As part of its screening process, the City may thoroughly investigate my background, including, but not limited to, my educational record, financial credit, employment history, military service, and criminal history, and make any other inquiries it deems necessary in considering my application for appointment.

I understand that some information related to my application may be subject to disclosure under the California Public Records Act. However, the City will protect the confidentiality of the information to the extent permitted under applicable law.

I authorize any business, institution, or organization to release any records sought by the City in connection with my application.

I release the City, its officers, agents, and employees and all individuals, organizations, educational institutions, and employers from all liability in responding to or providing writings or other communications in connection with my application.

I may elect to withdraw from the appointment process at any time.


Applicant Signature

5/23/13
Date

Thank you for your interest in serving the City of San Diego.

Professional Profile
Gregory R. Zinser

Email: [REDACTED]

Cell: [REDACTED]

MEDAC, INC.

Medac the nations' second largest anesthesia billing and management company, with annual revenue of \$30 million, providing services to over 100 medical group practices and hospitals in 35 states.

CHIEF EXECUTIVE OFFICER

September 2008-September 2012

Recruited as CEO to create organizational structure, recruit and mentor leadership in all key areas of the operation, develop policies and procedures, improve systems and create a strong foundation and capacity for growth.

ANESTHESIA MANAGEMENT PROFESSIONALS (AMP)

Anesthesia Service Medical Group (ASMG) is one of the nation's largest single-specialty medical groups with nearly 200 physicians providing anesthesia services to hospitals and surgery centers throughout San Diego County.

CHIEF EXECUTIVE OFFICER

October 2006-August 2008

Recruited as CEO of AMP primarily to establish the new management company, ensure a smooth transition, and manage several major projects. As CEO, I had primary responsibility for operational efficiency, financial performance and overall quality of management services rendered to ASMG.

TEAM HEALTH ANESTHESIA MANAGEMENT SERVICES

May 2005-September 2006

TeamHealth is the nation's largest provider of hospital-based clinical outsourcing with annual revenues exceeding \$1 billion. TeamHealth Anesthesia Management (THAMS) was a subsidiary of TeamHealth providing comprehensive management services to anesthesia groups throughout the nation. Groups under management had over 600 providers throughout the United States and over \$200 million of annual collections. Annual management fees generated by THAMS were about \$9 million. I was originally recruited as *Chief Financial Officer* to restructure administrative systems, improve service and build stronger relationships with Team Health clients. I was promoted to *Chief Executive Officer* in March 2006.

VISTA HILL FOUNDATION

1984 – 2004

During my tenure, Vista Hill was the regions' largest provider of mental health and substance abuse services. With annual revenues exceeding \$50 million and over 1200 employees, it was comprised of for-profit, not-for-profit and partnership operations providing acute care, outpatient care and managed care (through a licensed for profit HMO) in 13 states throughout the Southwest.

PRESIDENT & CHIEF EXECUTIVE OFFICER

1997 – 2004

VICE-PRESIDENT ADMINISTRATION AND BUSINESS DEVELOPMENT

1987 – 1997

CHIEF FINANCIAL OFFICER

1984 – 1987

Recruited as Chief Financial Officer in 1984 to build the administrative infrastructure needed for anticipated growth. Appointed Chief Executive Officer in 1997 to execute an aggressive restructuring plan and lead the new organization with a focus on prevention, early intervention and education.

ERNST & ERNST (now Ernst & Young)

1976 – 1984

Senior Manager Responsible for healthcare financial audits, feasibility studies and other consulting projects. Also worked on auditing and consulting for other public and private organizations outside of healthcare. During this time, I worked closely with the court appointed trustee on a high profile securities fraud case for two years, providing both auditing and forensic accounting services.

EDUCATION

B.S., Accounting 1976– Ohio State University, Columbus, OH

CERTIFICATIONS:

Certified Public Accountant, License #26766E

REFERENCES:

[REDACTED]

Gregory R. Zinser
Summary of experience, results and accomplishments 1984-2012

Email: [REDACTED]

Cell: [REDACTED]

As Chief Executive Officer of **Medac, Inc.**
September 2008 to September 2012

Medac is the nations' second largest anesthesia billing and management company, providing services to over 100 medical groups in 35 states. The company is owned by a sole proprietor who started the business in 1992. Currently, there are over 400 employees, most of which are located in the primary claims processing center in Augusta, Georgia. By the end of 2006, the company had annual revenues of about \$22 million, but revenues were declining due to issues that had arisen throughout the organization threatening the company's ability to retain its' current client base. After working with Medac on a consulting basis to address those issues during the last half of 2008, I was offered the Chief Executive Officer position, and asked to create the structure needed to improve current operations, ensure client retention and create capacity for significant growth. Efforts during my first two years as CEO resulted in the following:

1. With infrastructure and capacity in place, and a growing reputation for excellence in the anesthesia and practice management industry, revenue grew by 25% in 2011 and by another 30% in 2012. With the current capacity for growth, Medac will be able to double its' current size without any further significant investments in technology or leadership structure.
2. A new company culture has been established that includes accountability at all levels, a proactive, team approach to client service, and a sense of urgency in all we do.
3. An internal financial reporting system has been developed that includes an annual budget, three year financial projections, monthly income and cash flow statements; weekly cash flow forecasting, and a comprehensive budget variance reporting system.
4. The company's first independent financial audit was completed for the year ended December 31, 2008; and has been completed in each subsequent year.
5. The company now has a Board of Directors that meets on a regular basis, and a clear and functional organizational structure. Outstanding individuals have been recruited to fill the top executive positions in finance, operations, and information systems.
6. Specific performance goals have been established for the company and the executive leadership team, and all executives now have consistent and compliant employment agreements.
7. A formal system for identifying and following up on new business prospects has been developed, along with specific business development goals. Collateral materials, formal presentations, and the company website have been revised to improve both content and consistency.
8. Established a new account transition team and detailed transition protocol.
9. Established consistency in client contract terms and created alternative models for measurable performance.
10. A standard client report package has been developed that is accurate, clear and timely.
11. All workflow systems and processes have been documented and reviewed to identify areas for improvement, automation and other efficiencies.
12. An annual satisfaction survey process was initiated for both clients and internal support departments.

As Chief Executive Officer of **Anesthesia Management Professionals (AMP)**
August 2006 to August 2008

Anesthesia Service Medical Group (ASMG) is a California professional corporation with nearly 200 physician employees providing anesthesia services to hospitals and surgery centers throughout San Diego County. Annual case volume is about 150,000 generating gross charges exceeding \$170 million. As CEO, I had primary responsibility for operational efficiency, financial performance and overall quality of management services rendered to ASMG.

1. In 2006, I led the effort to transition ASMG management services from an outside vendor (TeamHealth) to in-house:
 - a. Negotiated settlement agreement with TeamHealth to facilitate transfer of critical data, maximize access to computer hardware and software systems, records, and fixed assets; while minimizing financial obligations and contingent liabilities.
 - b. Creation of new management company:
 - i. Developed new staffing and workflow plan and recruited several key staff positions;
 - ii. Drafted mission statement, organizational charts, and incentive compensation plan covering all AMP employees;
 - iii. Established new AMP 401(k) plan.

Results achieved

- The transition was seamless in every respect. The data transfer and new payroll production occurred on schedule and was error free. There were no delays in either internal or external reporting. We also received extensive assistance from TeamHealth subsequent to the transition due to the excellent relationship that I was able to maintain during this process.
 - An extremely efficient and effective internal management structure was created, under which the annual cost of management services to ASMG members was reduced by over \$500,000 from what was paid under the former outside vendor arrangement.
 - At the same time, many significant improvements in service levels have been made, resulting in the management services company receiving extremely high ratings in the recent physician satisfaction surveys.
2. Transition of 401(k) trustee services from Union Bank to Fidelity
 - a. Drafted RFP and conducted process of evaluating prospective vendors;
 - b. Negotiated termination fees with UBOC;
 - c. Negotiated new agreement with Fidelity;
 - d. Made arrangements for custody and transfer of assets not accepted by Fidelity;
 - e. Worked with investment advisor in selection of core fund line up.

Results achieved

- All assets were transferred on schedule and without financial loss, and there were no delays in regulatory reporting. Annual trustee and transaction fees were reduced by over \$200,000 annually and service levels were improved to a significant degree.
3. Drafted Request for Proposal (RFP) and conducted process of evaluating prospective vendors for audit and accounting services. Result was a change to a new vendor resulting in substantial improvement in service and reduction in annual fees.
 4. Drafted RFP and conducted process of evaluating prospective vendors for employee benefits broker services. Result was a change to a new vendor resulting in substantial improvement in service and reduction in annual consulting fees.

5. Worked with employee benefits broker to evaluate change in health benefits insurance carrier. Result was a change to a new carrier resulting in a substantial reduction in annual premiums. Worked with HR and Benefits Director on a transition to the new carrier, which was accomplished on schedule and without any significant issues or problems.
6. Established a consulting services practice resulting in substantial offset to management fees charged to ASMG. Developed proposal to increase consulting services revenue in response to client request for expanded scope of services.
7. Drafted RFP and conducted process of evaluating general contractors for \$1.2 million building renovation project. Project was completed on time and on budget.
8. Redesigned financial reporting and analysis packages, as well as all reports relating to billing, collections and accounts receivable. As a result, reports now clearly identify all critical information, variances and trends; facilitate a better understanding of the numbers by the Board; and have resulted in the identification of several significant issues relating to billing and accounts receivable.
9. Worked with CFO to improve budgeting process, analysis and presentation.

As Chief Executive Officer of **TeamHealth Anesthesia Management Services**
May 2005 to August 2006

TeamHealth is the nation's largest provider of hospital-based clinical outsourcing with annual revenues exceeding \$1 billion. TeamHealth Anesthesia Management (THAMS) was a subsidiary of TeamHealth providing comprehensive management services to fifteen anesthesia groups, with over \$200 million of annual collections and over 600 providers throughout the United States. Annual management fees generated by THAMS were about \$9 million.

1. Originally hired as Chief Financial Officer, I worked with client Boards and finance committees to redesign reporting packages relating to billing, collections, accounts receivable and general finance;
2. Worked with client Boards on various contracting and other strategic issues;
3. Developed a strategic and marketing plan to maximize client retention and achieve growth by restructuring and improving our services and client relationships;
4. Promoted to Chief Executive Officer by TeamHealth corporate office to execute this plan after only nine months as CFO;
5. When ASMG gave notice of termination, I developed and assisted with implementation of a plan for maximum retention of remaining clients. Also developed and implemented a transition plan for the change in our primary service location from San Diego to Knoxville.

Vista Hill Foundation 1984-2004

During my tenure, Vista Hill was the regions largest provider of mental health and substance abuse services. With annual revenues in excess of \$50 million and over 1200 employees, it was comprised of for-profit, not-for-profit and partnership operations providing acute care, outpatient care and managed care (through a licensed for profit HMO) in 13 states throughout the Southwest.

As Chief Executive Officer 1997-2004

1. Designed and executed a major restructuring, redirecting resources of the organization from acute care to education, prevention and early intervention. Result was a debt-free operation with total revenues of \$10M (\$6M from programs and \$2M from investments, and \$2M from fund raising and other sources), net assets of \$24M and liquid assets of \$18M.
 - a. Conducted bid process, negotiating acquisition agreement and obtaining regulatory approval relating to the sale of a managed care subsidiary to a national company for \$6M, resulting in a substantial gain;
 - b. Negotiated an agreement with a large primary care system to assume all company debt obligations in exchange for the transfer of a free-standing inpatient facility. This operation was combined with other under-utilized inpatient facilities to create a stronger combined program for the benefit of the community, as well as the respective organizations;
2. Subsequent to the restructuring, increased annual support for programs from \$6M in 1997 to \$12M in 2003 through a combination of new programs and expansion of existing programs.

As Chief Financial Officer and V.P. Admin. and Business Dvlpt. 1984-1997

1. Directed a growth effort that took Vista Hill from six entities with \$28M in annual revenues to a multi-state organization with 18 entities and \$55M in revenues.
Specific transactions that were a part of this effort included:
 - a. Designed and negotiated a risk sharing arrangement with a large healthcare system that integrated behavioral with medical care. The contract brought together disparate physician groups and contributed 200,000 enrollees and over \$500K surplus to Vista Hill's HMO;
 - b. Created Vista Hill Management Services (VHMS), a for-profit business managing psychiatric units in general hospitals, which generated approximately \$500K in annual surplus. Negotiated the sale of VHMS for a gain of \$500K;
 - c. Created Vista Behavioral Health Plans. Designed and implemented all aspects of this HMO including financial, rate development, administrative, contracting, marketing, licensure and regulatory filings. Had a significant role in growing membership to 600,000;
 - d. Acquired \$3M behavioral healthcare HMO (California Psychological Health Plan), which added 70,000 enrollees and substantial revenue and profitability to the Vista Behavioral Health Plans.
3. Redesigned all administrative support services, including financial reporting and information systems.