

DAN BUELL

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SUMMARY

High-integrity, visionary, performance-driven and innovative senior executive with a track record of developing industry leading software products, services, systems, methodologies and data analytic solutions that have revolutionized several industries. Widely recognized for earning employee trust and loyalty, building and retaining outstanding customer relationships and driving product innovation that out-performs competitors and the market. Consistently achieves financial targets, driving top and bottom-line growth in businesses that have ranged from \$5,000,000 to \$350,000,000 in annual revenues. Experience includes investor-backed, private and publicly traded companies. Considered an expert in clinical healthcare, revenue cycle management and full-cycle financial services business segments. Responsible for managing over \$5,000,000,000 in revenues, \$1,800,000,000 in margins, \$1,200,000,000 in acquisitions and integrations and \$1,000,000,000 in new product revenues throughout career. A driven and accomplished leader, who promotes growth and profitability in the short and long term.

CORE COMPETENCIES

Leading Change

- **Transitional Leadership Expertise:** Directed and served as the Chief Executive in post-founder/post-transactional environments on seven occasions ranging from \$5,000,000 to \$350,000,000 in annual revenues.
- **Creativity and Innovation:** Developed innovative new products, services and methodologies across several business segments that have generated revenues in excess of \$1,000,000,000. Inventor of US20170372389A1 United States Patent for Adaptive and tunable risk processing system and method.
- **Vision and Strategic Thinking:** Identified startup healthcare market opportunity, built consensus on the vision, secured buy-in and funding, developed strategic plan that included both organic and inorganic elements, executed on \$1,200,000,000 in acquisitions over a five-year period, ran integration on the acquisitions and served as post-integration operational leader.
- **Flexibility:** Flexible and resilient strategic operator. Generated growth in cyclical and countercyclical climates through a number of economic cycles including the recession of 2007-2009; guided under-performing businesses to growth.
- **External Awareness:** Established external and internal relationships with various Boards, committees, investors, analysts and media affiliates. Presented performance results at investor relations events across the globe. Recognized public speaker and writer in the healthcare and financial services industries. Media-trained spokesperson with experience providing interviews to a number of media organizations including Yahoo! Finance, National Public Radio, etc.

Leading People

- **Team Building:** Constructed, groomed and retained high-performing teams. Recognized for earning employee trust and loyalty, achieved world-class employee engagement and satisfaction scores.
- **Developing Others:** Formally and informally mentored and provided feedback, opportunities to learn, and a climate for others to perform and contribute to organizational objectives while growing their skills and business acumen. Have developed dozens of executives and specialists throughout the financial services and healthcare industries.
- **Conflict Management:** Managed conflict situations amongst staff to optimal, "win/win" outcomes and built programs to address matters of ambiguity such as aspects of sales compensation plans, etc. Encouraged creative tension and difference of opinions, proactively disintermediated counter-productive behaviors and secured constructive outcomes in conflict scenarios.
- **Leveraging Diversity:** Championed for diversity and valued individual differences that were leveraged to achieve the vision and mission of the organization.

Results Driven Focus

- **Results Orientation:** Consistently out-performed the industry and competitor growth rates. Produced high-quality results by applying technical knowledge, analyzing problems, calculating risks and executing on strategies to achieve superior financial results.
- **Accountability:** Held self and others accountable for measurable high-quality, timely, and cost-effective results. Determined objectives, set priorities, and delegated work. Accepted responsibility for mistakes and complied with established control systems and rules of governance.

- **Customer Service:** Anticipated and met the needs of both internal and external customers. Delivered high-quality products and services that demonstrated a commitment to continuous improvement. Known for high customer retention and strong customer relationships.
- **Decisiveness:** Made well-informed, effective and timely decisions, even when data was limited or solutions produced unpleasant consequences. Perceived the impact and implication of decisions.
- **Entrepreneurship:** Positioned the organizations for future success by identifying new opportunities. Developed new products and services while improving existing product and service results. Took calculated risks to accomplish organizational objectives.
- **Problem Solving:** Identified and analyzed problems, weighed relevance and accuracy of information; generated and evaluated alternative solutions.
- **Technical Credibility:** Understood and appropriately applied principles, procedures, requirements, regulations and policies related to specialized expertise.

Business Acumen

- **Strategic Business Acumen:** Exercised the ability to manage human, financial and information resources strategically.
- **Financial Management:** Understood the organizational financial processes. Prepared justified, and administered budgets, forecasts and financial updates at the highest level. Oversaw procurement and contracting to achieve desired results. Monitored expenditures and used cost-benefit thinking to establish priorities.
- **Human Capital Management:** Built and managed the workforce based on organizational goals, budget consideration, and staffing needs. Ensured that employees were appropriately recruited, selected, appraised, and rewarded; took action to address performance problems. Managed a multi-sector workforce within a variety of climates and localities.
- **Technology Management:** Kept up-to-date on technological developments. Made effective use of technology to achieve results. Ensured access to and security of technology systems.

EXPERIENCE

HEALTH LANGUAGE, Denver, Colorado || **General Manager, 2016-2019**

WOLTERS KLUWER

Wolters Kluwer Alphen aan den Rijn, Netherlands (Euronext: WKL) Wolters Kluwer is a global information services company with nearly €5,000,000,000 in revenues, 19,000 employees and operations in more than 150 countries. General Manager and Chief Executive for the \$35,000,000 Health Language business that had lost in excess of \$15,000,000 in annual legacy revenues due to shifts in healthcare regulatory requirements. Orchestrated turnaround and returned the business to positive growth. Pivoted and repositioned the business for strong future growth.

- Achieved financial turnaround, increased sales orders/bookings by 35%, improved margins from \$(500,000) to \$11,100,000 or 32% margin, reduced operating expenses by 35% and reduced capital expenditures from \$5,200,000 to \$1,900,000 while increasing new product revenues tenfold.
- Drove 380% improvement in customer satisfaction scores and improved customer contract retention from below 50% to 92%. Led the improvement of employee survey scores, improving and leading every category while achieving, "Global Best" ratings in 80% of all categories.
- Innovated and pivoted product repositioning with the invention of Reference Data Management, which has sold \$9,500,000 in its first 18-months on the market. Built and launched Clinical Natural Language Processing and Artificial Intelligence product that launched in 2019.

EXPERIAN HEALTH, Austin, Texas || **General Manager & Chief Product Officer, 2005-2016**

EXPERIAN

Experian Health, a \$350,000,000 division of Experian (Dublin, Ireland), who is a €5,000,000,000 global information services group with 17,000 employees and operations in more than 40 countries. Experian is one of the largest data and analytics companies in the world. Founded health division for Experian in 2007, architected and developed Experian Health growth strategy, led \$1,200,000,000 in acquisitions from 2008 - 2013, ran integration on all acquisitions and served as the operational leader/General Manager for the consolidated organization with \$350M in revenues and 750 employees. Oversaw the development of healthcare revenue cycle management software and services offerings for over 3,000 hospitals and 150,000 physician practices across the U.S. Highly complex software offerings provided a robust series of capabilities including orders, scheduling, eligibility, patient access, claims & contract management, patient engagement, population health and patient collections.

- Led the acquisition for Passport Health for \$850,000,000 in 2013, the largest North American acquisition in Experian's history.
- Recognized for leading the top sales performing business globally in 2014 with the *Experian Elite Sales Excellence Award*.
- Led the acquisition of Medical Present Value for \$185,000,000 in 2011; led the integration and served as the operational leader post-integration.
- Chief Executive responsible for double-digit revenue and margin growth. Generated more than \$3,000,000,000 in revenues during eleven year tenure.
- Selected to participate in Experian's high-profile and selective *CEO Forum*; assisted former Experian CEO, Don Robert with projects in India, Brazil and the United Kingdom through the Forum.
- Received the prestigious *North American Innovator of the Year Award* for conceptualizing, designing and launching the Healthcare Collections Optimization product that has generated in excess of \$450,000,000 since its launch in 2011.
- Recognized by Experian with the *2014 North American Product Super Hero Award* for the launch of the Payment Plan Advisor product that guides healthcare providers to establish affordable patient payment plans.
- Inventor of: US20170372389A1 United States Patent for Adaptive and tunable risk processing system and method.
- Established and led Costa Rican back-office development and customer services facility with over 90 employees.

ADDITIONAL EXPERIENCE

SINGER, BACH & ASSOCIATES., Tucson, Arizona, **Chief Operating Officer**, 2004-2005. Singer, Bach & Associates was a startup B2B services agency with revenues of approximately \$5,000,000. Negotiated and closed contracts with Discover, Capital One, Bank One and Chase Bank, who typically did not partner with smaller, startup organizations. Increased account flow volumes by creating a business development channel partnership with the Turnaround Management Association.

MARCOM TECHNOLOGIES, Sunrise, Florida, **President**, 2002-2004. (Euronext: TEP) MarCom was one of the top 15 tele-services organizations in the U.S. MarCom served clients in the insurance, financial services, technology, healthcare and telecommunications industries. MarCom was acquired by Teleperformance, a \$5,300,000,000 publicly traded French firm. Established a 1500-seat Spanish-speaking servicing center in the Dominican Republic. Led global receivables management business lines for Teleperformance, reporting to the Board of Directors regularly. Signed the largest deal in company history with Sallie Mae for approximately \$2,500,000 annually.

MACHOL & JOHANNES, PC, Denver, Colorado, **Chief Operating Officer**, 2002. Machol & Johannes, P.C. was the fifth largest law firm in the U.S. focused on financial services receivables, account management and debt/asset acquisition. The firm launched an asset purchasing division that served both Colorado and National accounts. Restructured the business and oversaw the development of predictive modeling and workflow process changes including acquisition valuation models, net-present-value models, segmentation models, debt sell models and treatment strategy models. Turned around business from losing money to increasing year-over-year legal revenues by 15% and asset purchasing revenues by 45%. Both businesses regained profitability as overall EBITA improved from -12% to 23% on an annualized run-rate basis. Created new asset-purchasing entity that was later sold to Asta Funding for \$13,000,000. Raised \$100,000,000 in private equity and institutional investments in order to fund future acquisitions.

OSI, Phoenix, Arizona, **Director of Information & Customer Services**, 1997-2002. OSI was the largest full service billing and receivables management business process outsourcing organization in the world with a focus on early-out and third-party services in the financial services and healthcare sectors. OSI generated \$700,000,000 in annual revenues and has been acquired by the NCO Group. Developed scientific, industry-leading data analytics model that determined which accounts had a higher probability of payment. The model enabled the organization to prioritize accounts in order of probability of recovery and increased revenues by over 40% while reducing headcount resourcing requirements. Successfully led the integration of five acquisitions across North America.

ONTARIO SYSTEMS, Muncie, Indiana, **Sr. Systems Analyst**, 1995-1997. Ontario Systems is a \$100,000,000 software development firm and a market leader in developing first party, third party, legal and healthcare financial services software in the U.S. Maintained 100% customer retention throughout my time with the organization. Turned around problematic software installation that was on track to lose Ontario's largest customer. The customer, OSI, offered me the job of leading Information Systems and Customer Services.

OTHER EXPERIENCE

ROYAL MEDIA TECHNOLOGY SUMMIT, New York, NY, Past Member, **Board of Advisors**, 2004-2009.

CMC Agile (Katabat), Philadelphia, PA, Past Member, **Board of Advisors**, 2007-2009.

IC System, Saint Paul, MN, Past Member, **Board of Advisors**, 2009-2013.

EDUCATION

UNIVERSITY OF PHOENIX, Phoenix, Arizona

Masters of Business Administration, 2002

BALL STATE UNIVERSITY, Muncie, Indiana

Bachelors in General Studies, 1996

CERTIFICATION

Leadership Development Program, Center for Creative Leadership, Colorado Springs, Colorado, 2008

PRESENTATIONS AND PUBLICATIONS

Frequently interviewed by major financial media organizations, has been quoted or interviewed by the Wall Street Journal, Yahoo! Finance, and National Public Radio amongst others. Invited speaker at a variety of industry events. Keynote Speaker at the Ontario Systems User Conference in 2010 and the Experian Healthcare User Conferences, amongst others. A selected listing follows:

"Rethinking Data Strategies for Bottom Line Impact," 2018 Denver Health IT Summit. Presentation.

"The Data-driven Mindset," Group Practice Journal, December 2013. Article.

"Bringing the Revenue Cycle to the Next Level," Healthcare IT News. October 2013. Article.

"Access to Better Information can Drive Revenue and Patient Satisfaction," Access Management Journal. September 2013. Article

"In the Black," Executive Management Insights, June 2013. Article.

"Leveraging Data to Inform Patient Collections," Revenue Cycle Strategist, June 2013. Article.

"Leveraging Data and Analytics to Generate New Revenue Streams," hfm, April 2013. Article.

"Leveraging Technology to Improve Patient Satisfaction," Executive Insight, March 2013. Article.

"Collecting with Compassion: Best Practices in Reimbursement Management," Group Practice Journal, October 2012. Article.

"Segmenting Patient Accounts: A Balance Between Compassion and Collections," Revenue Cycle Strategist, September 2012. Article.

"Effective Strategies for Managing Balance After Insurance," HFMA Northern California Fall Conference, Sacramento, CA, 2011. Presentation

"Execution," Ontario Systems User Conference, keynote presentation, Las Vegas, NV, 2010. presentation

"Regulation, Compliance and You," Debt Connection Symposium, Las Vegas, NV, 2010. Presentation

"Real Solutions to the Debt Chain-of-Title Dilemma," American Collectors Association, Las Vegas, NV, 2010. Presentation.

"Smarter but Better?" Vision Conference, Scottsdale, AZ, 2009. Presentation.

"The New Collections Workflow," Debt Connection Symposium, Las Vegas, NV, 2009. Presentation.

"Collections Monitoring," NPR Marketplace, National Radio. 2007. Radio Interview.

"Challenging the Strategy Paradigm," Collections Technology Summit, Santa Monica, CA, 2006. Presentation.

"The State of Business Credit in the United States," CEO Summit, Washington, DC, 2005. Presentation.

"Collection Strategies," TSYS User Conference, Atlanta, GA, 2003. Presentation.

"Outsource Management," HSBC Best Practices Conference, Baltimore, MD, 2003. Presentation.

"Turnaround Management," JP Morgan Chase Partner Conference, San Antonio, TX, 2003. Presentation.

COMPUTER SKILLS

Microsoft Office, Apple, Scripting, Salesforce, Automation, Epic, Cerner/Siemens, GE/IDX, Allscripts, etc.