



Clare Moylan, CFA

Principal

Clare Moylan is a co-founder of Gibbins Advisors. She is a healthcare professional with a broad base of experience including operations management, turnaround and restructuring, strategic planning, business analysis, performance improvement consulting and litigation support. The combination of operational leadership, business/financial acumen, strategic mindset and calm demeanor create a strong and versatile skill set that Clare brings to each engagement.

Clare's experience covers the public, private, and not-for-profit sectors across the healthcare continuum: primary care, acute care hospitals, nursing homes, hospice, specialty practice clinics, assisted living and home health care.

Early in 2020, Clare was appointed the Interim Director COVID-19 Response for Australia's second largest private hospital system (43 hospitals) supporting its crisis response and 5-year strategic planning to successfully emerge from COVID-19.

Prior to founding Gibbins Advisors, Clare was the Managing Partner of Healthcare Management Partners, LLC, where she established the Nashville (Tennessee) headquarters and more than doubled the size of the firm.

Other Career Highlights:

- Led a co-design process with a leading non-profit healthcare system in Australia through its organization structure conversion to a regional, integrated care model;
- Co-led the Assessment of Synergies and Opportunities for two financially distressed New York State hospitals considering a merger; Managed complex stakeholders and led the 20-person team to quantify and communicate the opportunity;
- Co-leading Gibbins Advisors' engagement as Independent Monitor for Mission Health System's six-hospital portfolio in North Carolina acquired by the for-profit HCA Healthcare for \$1.5 billion; ensuring HCA adheres to certain contractual commitments around retaining hospitals, services, and charity care for 10 years.
- Co-led the operational component of the turnaround team for an AU\$2.2 billion multi-hospital system. A program of initiatives under Clare's leadership reduced Av. Length of Stay by >10% and the organization achieved savings of >AU\$100m.
- Project Director to co-ordinate the transformation program in the successful turnaround of a leading skilled nursing and behavioral healthcare group in Tennessee that resulted in the company returning to covenant compliance, going from 8 to 75 days cash on hand in 18 months, and avoiding bankruptcy.
- Executive Director of Homecare and Hospice for a business with 200+ employees, over US\$20 million revenue. With full responsibility for financial and operational performance, Clare led a suite of tactical and strategic initiatives resulting in net income increasing by US\$2.2 million from the prior year.

Education:

Clare is a CFA Charterholder (Chartered Financial Analyst). She has a Bachelor of Business Administration/Bachelor of Laws (First Class Honors) from Macquarie University and a Master Certificate in Healthcare Leadership from Cornell University.

OVERVIEW

- Career professional in turnaround and restructuring with the last 13 years specializing in healthcare.
- Proven success in designing and delivering substantial change initiatives; leader by example.
- Expert in stakeholder management

KEY SKILLS & EXPERIENCE

- Operations executive leadership;
- Restructuring & crisis management;
- Insolvency / bankruptcy;
- Business analysis;
- Strategic planning;
- Program / change management;
- Performance improvement;
- Transaction support (M&A); and
- Litigation support.

SPECIALIST INDUSTRIES

- Specialist in healthcare across the continuum:
 - Hospitals;
 - Nursing homes;
 - Assisted Living;
 - Specialty Practice
 - Home Health;
 - Hospice;
 - Primary care;
- Experience covers the public, private, and not-for-profit healthcare sectors in Australia, UK and USA.

CERTIFICATIONS & ASSOCIATIONS

- CFA Charterholder (Chartered Financial Analyst)
- CFA Institute (member)
- Turnaround Management Association Tennessee (member)