



STROUDWATER

**RESPONSE TO REQUEST FOR
PROPOSAL NO. 124273 03:
CHARGEMASTER REVIEW**

SUBMITTED TO

NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

MAY 19, 2026

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1. CORPORATE OVERVIEW

a. BIDDER IDENTIFICATION AND INFORMATION

Full company or corporate name: Stroudwater Associates, Inc.

Address of the company's headquarters: 1685 Congress St., Suite 101, Portland, ME 04102

Entity organization (corporation, partnership, proprietorship): Employee-owned (ESOP) S-corp

State in which the bidder is incorporated or otherwise organized to do business: Maine

Year in which the bidder first organized to do business: 1985

Whether the name and form of organization have changed since first organized: No

b. FINANCIAL STATEMENTS

Stroudwater is not publicly held. Our most recent audited financial statements are included in the [Appendix](#) of this proposal. Our banking reference is as follows:

Bangor Savings Bank
1071 Brighton Ave.
Portland, ME 04102

Sarah Scales - Commercial Banking Relationship Manager
Sarah.doak@bangor.com
207-248-4206

c. CHANGE OF OWNERSHIP

Stroudwater does not anticipate any change in ownership or control during the twelve (12) months following the solicitation response due date.

d. OFFICE LOCATION

Stroudwater's primary corporate office is located in Portland, ME. The consultants responsible for the proposed project are based in Nashville, TN (Graham, Breneman) and Portland, ME (Knowlton).

e. RELATIONSHIPS WITH THE STATE

Over the previous three years, Stroudwater has collaborated with the State of Nebraska's healthcare provider organizations and the Nebraska Office of Rural Health on a variety of projects supporting Nebraska's rural hospitals, clinics, and communities. These projects include:

- A Revenue Cycle Assessment for a community hospital [signed agreement only, no contract number]
- Swing Bed Quality Reporting through Stroudwater Analytics' Swing Bed Tool [867131 OP]
- A Swing Bed Webinar Series [114225-O4], a Health Equity Webinar Series [105721-O4], and other speaking engagements [signed agreements only]
- Fair Market Value (FMV) and provider compensation analyses [signed agreements only]
- Annual Critical Access Hospital Measurement and Performance Assessment System (CAHMPAS) consolidated reports for the state of Nebraska, providing aggregated data to monitor CAH and swing bed performance, identify needs/opportunities, and set priorities for the coming year [102997-O4]

f. BIDDER'S EMPLOYEE RELATIONS TO STATE

None of Stroudwater's employees has been employed by the State of Nebraska in the last 12 months.

g. CONTRACT PERFORMANCE

Stroudwater has not had a contract terminated for default during the past five (5) years.

h. SUMMARY OF BIDDER'S CORPORATE EXPERIENCE

Stroudwater has performed comprehensive chargemaster reviews for Critical Access Hospitals (CAHs) for over 10 years, including over 8 in the last 12 months. For each of these projects, Stroudwater conducted a comprehensive review of the hospital's chargemaster to identify issues and provide detailed recommendations to resolve them permanently. The objective of these assessments is to identify CPT codes that require updates and/or deletions, and to review pricing for appropriateness and consistency. Stroudwater completed a focused analysis of targeted areas within the hospital chargemaster, reflecting the updated Medicare rates, to identify concrete opportunities to improve operational and financial performance. In addition to identifying areas for improvement, Stroudwater provides recommendations to enhance the chargemaster process within each department, increasing gross charges and net reimbursement while ensuring regulatory compliance. Our team offers specific direction and follow-up recommendations to ensure the findings are successfully implemented. Our goal is to provide actionable improvements that can be incorporated into operations and create ongoing value for the hospital.

The above project scope is consistent with the scope of work proposed within this response.

Example 1: Project Kickoff, October 2025; CDM Written Report Completion, December 2025, as scheduled

Performed by Stroudwater as the prime vendor: Amy Graham, Ryan Breneman, Paula Knowlton

Salem Memorial Hospital

PO Box 774

35629 Highway 72

Salem, MO 65560

Hannah Harris, hharris@smdh.net 573-729-6626

Proposed budget: \$25,000

Actual budget: \$25,000

Example 2: Project Kickoff, October 2025; CDM Written Report Completion, January 2026, as scheduled

Performed by Stroudwater as the prime vendor: Amy Graham, Ryan Breneman, Paula Knowlton

Kahuku Medical Center

56-117 Paulalea St

Kahuku, HI 96731

Rachel Cristobal, rcristobal@kmc-hi.org 808-293-9221

Proposed budget: \$25,000

Actual budget: \$25,000

Example 3: Project Kickoff, December 2025; CDM Written Report Completion, March 2026, as scheduled

Performed by Stroudwater as the prime vendor: Amy Graham, Ryan Breneman, Paula Knowlton

Grafton City Hospital

1 Hospital Plz.

Grafton, WV 26354

Colton Young, Director of Revenue, CYoung@graftonhospital.com 304-265-0400

Proposed budget: \$25,000

Actual budget: \$25,000

i. SUMMARY OF BIDDER'S PROPOSED PERSONNEL/MANAGEMENT

APPROACH

Amy Graham, Principal: Amy Graham will serve as the strategic leader and trusted advisor, acting as Project Lead to drive the project from concept through execution, ensuring alignment with project goals. She will provide structured peer review to strengthen quality, rigor, and consistency across deliverables, and facilitate education for the CAH Board and Executive Team to support informed decision-making. In addition, Amy supports monthly touchbase activities, fostering alignment, accountability, and clear communication among key stakeholders.

Ryan Breneman, Senior Consultant: Ryan Breneman plays a critical role in delivering project success through hands-on leadership and analytical expertise. He is responsible for day-to-day project management, ensuring timelines, deliverables, and stakeholder expectations are consistently met. Ryan leverages advanced data modeling and analytics to generate actionable insights within the chargemaster data to develop chargemaster recommendations and drive outcomes. He provides direct support to facilities, assists in staff education and capability building, and leads the implementation of project recommendations. Additionally, Ryan offers ongoing team support, fostering collaboration, continuity, and sustained performance improvement across engagements.

Paula Knowlton, Senior Manager: Paula Knowlton provides critical leadership in establishing a strong data foundation and sustaining project momentum throughout the engagement lifecycle. She is responsible for overseeing initial data loads, ensuring accuracy, integrity, and readiness for analysis. Serving as contract Project Manager, Paula coordinates project activities, timelines, and deliverables to maintain alignment with client objectives. In the later phases of the engagement (months 6–12), she facilitates structured meeting cadence with hospital stakeholders, promoting accountability, tracking progress, and reinforcing the successful execution of project goals.

Please see [Appendix I](#) for the project team's biographies and individual references.

j. SUBCONTRACTORS

Stroudwater does not intend to use subcontractors for the proposed scope of work.

2. TECHNICAL RESPONSE

a. UNDERSTANDING OF THE PROJECT DESCRIPTION AND SCOPE OF SERVICES

Stroudwater proposes conducting annual comprehensive chargemaster reviews of 2-3 Nebraska Critical Access Hospitals (CAHs) selected by the Nebraska State Office of Rural Health. The objective of the comprehensive review is to identify CPT/HCPCS codes that require updates and/or deletions, evaluate the appropriateness and consistency of pricing, and identify opportunities to improve operational and financial performance while maintaining regulatory compliance and pricing transparency. Stroudwater understands that a patient-centric, defensible pricing strategy is a critical component of pricing transparency, financial sustainability, and community trust. Pricing variability can lead to inconsistent gross revenue, unreliable budgeting, increased patient dissatisfaction, and reputational risk, particularly given CMS price-transparency requirements mandating the publication of standard hospital charges online.

Stroudwater has a multi-faceted approach to each hospital's comprehensive chargemaster review, spanning 12 months, with the goal of providing actionable improvements to be incorporated into operations and creating ongoing value for the hospital.

MONTHS 1-3

Project Scoping, Data Gathering: Stroudwater will conduct an initial kick-off meeting with selected hospital leadership and staff to confirm project scope, objectives, timelines, and communication protocols; review data requirements and current chargemaster maintenance processes; identify key stakeholders and departmental contacts; and establish operational priorities and data delivery expectations.

Initial Chargemaster Review: Following the receipt of data from the CAH, Stroudwater will begin the initial chargemaster review. The chargemaster review will consist of a detailed analysis of the hospital's chargemaster, including a focused review of targeted departments and services, utilizing updated Medicare reimbursement schedules and applicable regulatory guidance to identify operational, compliance, and financial improvement opportunities. The review is designed to identify opportunities to increase gross charges and improve net reimbursement while supporting operational consistency and regulatory compliance.

Major areas of emphasis within the review will include analysis of all chargemaster codes, including revenue code assignment, description accuracy, HCPCS/CPT assignment, and utilization patterns. Stroudwater's analysis will identify for the CAH any chargecodes with missing CPT/HCPCS assignments, deleted or incorrect CPT/HCPCS codes, duplicate charge codes, invalid CPT/HCPCS assignments, non-payable Medicare codes requiring alternative pricing methodologies, and codes with pricing concerns or reimbursement inconsistencies.

Medicare fee schedules will serve as the basis for calculating departmental pricing multipliers by CPT/HCPCS code. Stroudwater will analyze all CPT codes against the appropriate Medicare Fee Schedules. (Technical services against published Ambulatory Payment Classification (APC) Medicare fee schedules, Professional services against locality-specific CMS Professional Fee Schedules, and laboratory services against the Clinical Laboratory Fee Schedule (CLFS) or applicable CMS Part B fee schedules).

The analysis will include a compliance component that reviews all identified codes, pricing methodologies, and charging practices against current federal and state regulations and reimbursement guidance. The review will include National Correct Coding Initiative (NCCI) edits, payer compliance standards, Applicable State and local Fiscal Intermediary/Medicare Administrative Contractor (FI/MAC) reimbursement guidance, and CMS hospital price transparency requirements. Stroudwater will also evaluate departmental chargemaster governance practices and maintenance processes to support quality, accountability, consistency, and long-term compliance sustainability.

Special consideration will be given to Critical Access Hospital reimbursement methodologies and the impact of outpatient pricing on Medicare beneficiaries' coinsurance obligations. Stroudwater's team will review departmental pricing variability and multiplier consistency, including an assessment of compliance vulnerabilities, reimbursement leakage, and revenue integrity risks.

Benchmarking & Pricing Strategy

Stroudwater will develop initial pricing recommendations for the CAH using a consistent, defensible, transparent, and customer-focused pricing methodology aligned with market conditions, reimbursement realities, and organizational financial objectives. In addition to analyzing rates against Medicare Fee Schedules, Stroudwater will review national, regional, and peer market benchmarks, including evaluation of pricing appropriateness and consistency, identification of pricing variability within and across departments, identification of underpriced and overpriced services, calculation of departmental pricing multipliers relative to Medicare reimbursement, assessment of pricing ranges and multiplier variability, and evaluation of the financial and operational impact of revised pricing methodologies.

Stroudwater will identify narrow, defensible multiplier ranges within departments to reduce pricing variability and improve consistency. Large variances within multiplier ranges may indicate inconsistent pricing methodologies and opportunities for standardization.

Based on benchmark findings, Stroudwater will develop recommendations for revised pricing methodologies designed to support reimbursement optimization and financial sustainability, improve pricing consistency and defensibility, increase departmental gross revenue opportunities where appropriate, reduce pricing variability and improve budget reliability, and balance commercial reimbursement strategy with patient financial responsibility considerations.

Findings Report

Upon completion of the review, Stroudwater will provide a final report summarizing the comprehensive findings. This report will include identified issues and associated compliance, operational, and financial risks, areas of reimbursement leakage, and pricing variability. Specific departments with pricing below Medicare reimbursement benchmarks will be highlighted with opportunities to improve gross revenue and net reimbursement. Stroudwater will provide recommendations to improve pricing consistency and a plan for corrective actions and prioritization strategies spanning the next 12 months. Recommendations will reflect industry best practices while recognizing that reimbursement strategy is influenced by payer contracts, payer mix, market competition, organizational goals, and patient population needs.

MONTHS 4-6

Executive Team and Hospital Board Report-Out

Stroudwater will present the findings and next steps to the CAH Executive Team and Hospital Board. As part of this presentation, Stroudwater will provide education and recommendations that recognize that gross revenue changes do not always directly translate into net reimbursement changes due to varying payer reimbursement methodologies and contractual arrangements. The education will also include opportunities for additional reimbursement through pricing optimization, and potential effects of pricing changes may have on the Medicare patient coinsurance obligations and Cost-to-Charge Ratios (CCRs)

Staff Training and Workflow Alignment

Stroudwater recognizes that sustainable chargemaster improvement requires operational alignment, staff education, governance processes, and ongoing implementation support.

Revenue Cycle & Compliance Training

Stroudwater will provide customized education and training for revenue cycle, finance, compliance, and departmental staff, focused on strengthening charge-capture processes, regulatory compliance, CPT/HCPCS coding maintenance, pricing methodology development, revenue integrity initiatives, and chargemaster governance. Training will also address departmental workflow alignment, considerations for pricing transparency, and the overall patient financial impact associated with chargemaster management practices. Educational sessions will be tailored to the hospital's operational environment and informed by findings from the review process.

Workflow Alignment

Stroudwater will collaborate with hospital departments to ensure chargemaster updates are operationally aligned with clinical documentation workflows, departmental charging practices, billing and registration processes, revenue cycle procedures, and existing governance and approval structures. Recommendations will focus on strengthening consistency, accountability, and long-term operational sustainability across departments through practical process improvement strategies.

In addition, Stroudwater will encourage departmental revenue cycle teams to routinely review utilization patterns, charge descriptions, pricing methodologies, and revenue code assignments to

maintain chargemaster integrity, support compliance, and optimize reimbursement performance over time.

Corrective Action Recommendation Implementation

Stroudwater will provide specific implementation guidance and follow-up recommendations designed to support the successful execution of corrective action initiatives and promote long-term operational sustainability. At the conclusion of the project, Stroudwater will conduct a conference call or leadership presentation to review key findings, discuss recommendations, and outline prioritized next steps for implementation.

Mid-Year Narrative Progress Summary

Following the kick-off meeting and project initiation, Stroudwater will provide a narrative progress summary outlining completed activities, preliminary observations, and the project's current status. Associated invoicing documentation will also be provided in accordance with Section IV. (B).

Stroudwater will provide specific implementation guidance and follow-up recommendations to support successful execution and long-term sustainability.

MONTHS 7-12

Six-Month Post-Implementation Planning Support

Stroudwater will provide six months of post-implementation planning support for each assigned hospital to assist leadership and operational teams as recommendations are implemented. Support activities will include follow-up discussions with hospital leadership and staff, guidance regarding implementation priorities and sequencing, clarification of recommendations and operational considerations, and assistance with implementation planning and progress monitoring. Stroudwater will also provide ongoing consultation to support operational improvements, long-term sustainability efforts, and guidance related to pricing governance and policy development.

Mid-Year Narrative Progress Summary

Following the kick-off meeting and project initiation, Stroudwater will provide a narrative progress summary outlining completed activities, preliminary observations, and the current status of the project. Associated invoicing documentation will also be provided in accordance with Section IV. (B).

Stroudwater will provide specific implementation guidance and follow-up recommendations to support successful execution and long-term sustainability.

b. COST SHEET

Cost Sheet
Request for Proposal Number 124273 O3
Chargemaster Review Services

Bidder Name: Stroudwater Associates

Bidders must complete this form and submit with their Request for Proposal response. Bidder shall bid on the cost for each year of the initial term, and all renewal options.

Do not alter existing format or content within the Cost Sheet. **Important:** In case of a mathematical error in extension of price, unit price shall govern.

BASIS OF AWARD OF POINTS: The Pricing evaluation and point distribution will be based on the sum of Lines **A through F x 2** (estimated annual hospital assignments) for the initial term of one (1) year and the optional four (4) annual renewal periods from **Part I** and **Part II**.

Part 1 – Initial Term One (1) Year.

Project section requirements as outlined in Section (V)(A-E) of the Request for Proposal (RFP) document and any related attachments. Bidder to provide pricing for each of the project deliverable categories listed.

Initial (1) Year Term			
Item	Description	Unit of Measure	Cost Dollars Initial Year
A	Per Hospital Fee for Chargemaster review (Includes providing a mid-year narrative progress summary and invoice after initiation of the kick-off meeting and final narrative progress summary and invoice to include results of Chargemaster review and recommendations).	Each	\$25,000
B	Per Hospital Fee for In-Person Presentations to <u>Executive Staff</u> (C-Suite)	Each	\$2,500 includes travel
C	Per Hospital Fee for Virtual Presentations to <u>Executive Staff</u> (C-Suite)	Each	\$ 500
D	Per Hospital Fee for In-Person Presentations to <u>Board Members</u> for the Hospital	Each	\$2,500 includes travel
E	Per Hospital Fee for Virtual Presentations to <u>Board Members</u> for the Hospital	Each	\$ 500
F	Per Hospital Fee for Six months post implementation planning support.	Each	\$5,000

Part II- Optional Renewals after initial contract term

Optional Four (4) Annual Renewals					
Description	Unit of Measure	Renewal Year One	Renewal Year Two	Renewal Year Three	Renewal Year Four
Per Hospital Fee for Chargemaster review (Includes providing a mid-year narrative progress summary and invoice after initiation of the kick-off meeting and final narrative progress summary and invoice to include results of Chargemaster review and recommendations).	Each	\$25,000	\$25,000	\$25,000	\$25,000
Per Hospital Fee for In-Person Presentations to Executive Staff (C-Suite)	Each	\$2,500 includes travel	\$2,500 includes travel	\$2,500 includes travel	\$2,500 includes travel
Per Hospital Fee for Virtual Presentations to Executive Staff (C-Suite)	Each	\$500	\$500	\$500	\$500
Per Hospital Fee for In-Person Presentations to Board Members for the Hospital	Each	\$2,500 includes travel	\$2,500 includes travel	\$2,500 includes travel	\$2,500 includes travel
Per Hospital Fee for Virtual Presentations to Board Members for the Hospital	Each	\$500	\$500	\$500	\$500
Per Hospital Fee for Six months post implementation planning support.	Each	\$5,000	\$5,000	\$5,000	\$5,000

c. FINAL REPORT DELIVERABLES

The Final Narrative Progress Summary will include an assessment of the direct impact of findings on compliance, reimbursement, operational performance, and pricing transparency. The report will also identify estimated gross revenue impact and reimbursement improvement opportunities, as well as pricing variability, potential underpayment opportunities, and reimbursement risks identified during the review process.

In addition, the summary will provide departmental pricing multiplier analysis and benchmarking observations, along with recommendations for ongoing revenue enhancement and program growth. Stroudwater will also provide guidance regarding defensible pricing methodologies, pricing governance, and recommendations designed to maintain chargemaster consistency, accountability, and long-term operational sustainability.

The report will conclude with recommended next steps and implementation priorities intended to support continued financial improvement, operational effectiveness, and sustainable revenue cycle performance.

APPENDIX I: PROJECT TEAM BIOS AND REFERENCES

Please see the following pages.



AMY GRAHAM, MBA, CRHCP Principal

AREAS OF FOCUS

- RCM performance benchmarks and KPIs
- Financial statement and A/R synchronization
- RHC A/R Management
- Claims Process and Submission

EDUCATION

- Amy earned her MBA from Palm Beach Atlantic University, where she was a member of the Sigma Beta Delta International Honor Society.
- She holds a BS in accounting from the University of Alabama.
- In September 2010, Amy received her Six Sigma Green Belt.
- In April 2023, she became a Certified Rural Health Clinic Professional.

OUTSIDE THE OFFICE

- Amy will talk to you about her Peloton and her favorite instructors.

CONTACT

- 1685 Congress St. Suite 101, Portland, ME 04102
- (T) 207-221-8283
- (M) 561-628-0066
- agraham@stroudwater.com

Amy Graham is an experienced healthcare executive who provides vision and direction in finance and revenue cycle and serves rural healthcare providers in hospitals, clinics, laboratories, and pharmacies. Amy has over 20 years of experience in maximizing the revenue cycle, accounting, and finance processes for healthcare organizations. She is a leader with excellent communication and project management skills who has demonstrated the ability to manage teams, execute projects, and achieve results. Her professional expertise includes understanding the synchronization of revenue cycle management with financial statements, month-end accounting consolidations for divisions with \$50-\$200M in net revenue, strategic analysis to determine long- and short-term organizational goals, and development and direction of budgeting and forecasting activities across multiple entities. She works effectively with diverse types of organizations, from Fortune 10 companies to private-equity-backed companies and single practitioners.

Amy's insights into revenue cycle issues are valued and sought after across the industry. In April 2024, Fortune Magazine interviewed Amy for an article exploring the effects of the cyberattack on Change Healthcare, entitled [*America's health system is still in crisis after its biggest cyberattack ever—but the 'catastrophe' is just a blip for the giant company that got hacked.*](#)

Previously, Amy served as Senior Vice President of Revenue Cycle Management (RCM) for a national laboratory. She also held the position of Director-Global Business Services Activities for Health and Wellness Support (Pharmacy, Vision, and Care Clinics) for Walmart; in this role, she oversaw the Accounts Receivable activities for Walmart Health and Wellness, leading a team of 100 associates in A/R reconciliation activities through strategic initiatives and collaboration with business partners.

REPRESENTATIVE ACCOMPLISHMENTS

- White Paper: [Developing Maintaining Revenue Cycle KPIs a Practical Guide for Rural Hospitals](#)
- Case Study: [Developing a Method to Manage CDM and Review Revenue Opportunities](#)
- Case Study: [Implementing a Plan to Comply with the No Surprises Act](#)
- Case Study: [Transitioning Physician-Based Practices to Rural Health Clinics for Long-Term Success](#)
- Webinar for the National Rural Health Association (NRHA): [Mastering Revenue Cycle KPIs: Essential Strategies for Rural Hospitals](#)
- Developed and Implemented Pricing Transparency and Shoppable Services support for Critical Access and rural hospitals to meet CMS Pricing Transparency requirements
- Introduced Six Sigma to RCM, which included establishing a Green Belt Certification program and Kaizen events

Client Company Name: Lifebrite Stokes	Client's Project Supervisor Contact Name: Pamela Tillman	
Address: 1570 NC 8 & 89 Highway N Danbury, NC 27016	Phone Number: 336-593-5314	E-Mail: ptillman@lifebrirestokes.com
Project Name: Lifebrite Stokes – Pricing Transparency Violation Remediation	Beginning Date of Project: Month/Year April 2023	Ending Date of Project: Month/Year May 2023
Client Company Name: Wyoming County Community Healthcare System	Client's Project Supervisor Contact Name: Mark Wright	
Address: 400 N. Main Street Warsaw, NY 14569	Phone Number: 585-786-2233	E-Mail: mwright2@wcchs.net
Project Name: WCCHS Rural Health Clinic Billing Transition	Beginning Date of Project: Month/Year November 2021	Ending Date of Project: Month/Year March 2022
Client Company Name: Howard Memorial Hospital	Client's Project Supervisor Contact Name: William Craig	
Address: 130 Medical Circle Nashville, AR 71852	Phone Number: 870-845-8003	E-Mail: williamjc@howardmemorial.com
Project Name: Developing and implementing a No-Surprises Act policy and procedure for the hospital	Beginning Date of Project: Month/Year February 2022	Ending Date of Project: Month/Year December 2022



DR. RYAN BRENEMAN, CLSSGB Consultant

AREAS OF FOCUS

- RCM performance benchmarking and KPIs
- Denial management
- Process Improvement
- Process and technology evaluation
- Revenue cycle staffing
- AI within revenue cycle

EDUCATION

- Ryan earned his Doctor of Business Administration and MBA from Trevecca Nazarene University in Nashville, TN.
- He holds a BS in psychology from Trevecca Nazarene University.
- In 2019, he received his Lean Six Sigma Green Belt.

OUTSIDE THE OFFICE

- In his spare time, Ryan enjoys spending time with family, camping, hiking, and attending theater performances of his two daughters as well as soccer matches for Nashville SC.

CONTACT

- 1685 Congress St. Suite 101
Portland, ME 04102
- (T) 207-221-8282
- (M) 615-481-0688
- rbreneman@stroudwater.com



Dr. Ryan Breneman is an empathetic thought leader with over 25 years of experience in the revenue cycle space, working with hospitals, ASCs, and physicians to maximize reimbursement and improve overall RCM functions. Ryan was drawn to healthcare by the ability to combine analytic and human elements, blending data-driven decision-making with the compassionate aspect of working with others. He is passionate about streamlining processes and finding creative solutions to the complexities within the healthcare space. He brings to each client engagement his ability to analyze complex problems, develop and simplify procedures, and create innovative solutions in all aspects of the revenue cycle.

Prior to joining Stroudwater, Ryan served as VP of Revenue Cycle Management (RCM) for a national laboratory organization, leading a team of over 150 employees through all reimbursement activities. During this time, he led multiple department-wide improvement initiatives through multiple avenues, including robotic process automation (RPA) and process improvement. He has also served as Director of Business Operations for a healthcare services organization, focusing on ASC and cancer center revenue optimization.

REPRESENTATIVE ACCOMPLISHMENTS

- Directed billing, collections, coding, cash posting, and insurance follow-up efforts for laboratory organization with 3,000 clients averaging \$275 million in receivables
- Reduced Days in A/R average by 22% in first 18 months, continually maintaining a 42-day average
- Led cross-functional denial improvement projects resolving 15,000 denials totaling \$9.2 million in additional collections
- Accelerated multiple RCM projects including revenue cycle acquisitions, third-party relationships, and integration of lab acquisitions totaling \$30 million of additional revenue.
- Directed multiple process improvement projects and third-party relationships, including partnering with automation vendors to accelerate medical records completion by 64%.
- Oversaw transition to remote staff during COVID, including 42% growth in volume while increasing A/R staff by only 13%.

Client Company Name: Hawaii Health Systems Corporation	Client's Project Supervisor Contact Name: Christine Asato	
Address:4643 Waimea Canyon Drive Waimea, HI 96796	Phone Number: 808-338-9431 E-Mail: casato@hhsc.org	
Project Name: HHSC CDM Review	Beginning Date of Project: Month/Year September 2023	Ending Date of Project: Month/Year January 2024
Client Company Name: Howard Memorial Hospital	Client's Project Supervisor Contact Name: Bill Craig	
Address:905 Main Street, Nashville, AR 71852	Phone Number: 870-845-8003 E-Mail: williamamjc@howardmemorial.com	
Project Name: Howard Memorial Pricing Transparency and Machine-Readable File Creation	Beginning Date of Project: Month/Year April 2024	Ending Date of Project: Month/Year June 2024
Client Company Name: Maine Dept of Health and Human Services – Maine Small Rural Hospital Improvement Program	Client's Project Supervisor Contact Name: Mary Powell	
Address:286 Water Street, Augusta, ME 04333	Phone Number:207-592-2729 E-Mail: mary.powell@maine.gov	
Project Name: Maine SHIP Needs Assessments and RCM Support	Beginning Date of Project: Month/Year: July 2023	Ending Date of Project: Month/Year May 2024



PAULA KNOWLTON Senior Manager

AREAS OF FOCUS

- Performance improvement
- Swing bed utilization
- Strategic pricing
- Cost report optimization
- Rural Health Clinics
- Data visualization

EDUCATION

- Paula holds a degree in Business Management.

OUTSIDE THE OFFICE

- In her spare time, Paula enjoys spending time with her family and friends, and creating crafty projects.

CONTACT

- 1685 Congress St. Suite 101
Portland, ME 04102
- (T) 207-221-8259
- pknowlton@stroudwater.com

Paula Knowlton is an experienced consultant, practice manager, and data analyst who supports clients in understanding and interpreting the story their data is telling. Paula rejoined Stroudwater Associates in 2016, where she formerly collaborated in developing and teaching performance management tools that guided hospitals in tracking and trending performance measures. Her expertise in technology, and more importantly the lessons learned through work with hundreds of hospitals, give her an edge in helping healthcare leaders to monitor and improve performance.

Before rejoining Stroudwater, Paula served for over 10 years as Client Relations Manager with iVantage Health Analytics, where she supported clients at their location and remotely in using and comprehending the performance management tools. In this role, Paula consulted with hospitals about benchmarking, rural performance standards, and target-setting for excellence. In addition to working with small and rural hospitals, she advised health networks and health systems to leverage hospital data for network benefits and played a lead role in statewide Critical Access Hospital Networks around the country.

REPRESENTATIVE ACCOMPLISHMENTS

- *Swing Bed* – Assisted with the development of the Swing Bed Quality Reporting Program in coordination with the University of Minnesota Rural Health Research Center. This tool assists Critical Access Hospitals (CAHs) with improvement in documentation and processes and growing their swing bed program. Paula also played a role in developing the Swing Bed Gap Analysis program, which identifies opportunities for CAHs to expand swing bed services for their communities.
- *Pricing Dashboard* – Assisted with the development of the Pricing Dashboard. This tool assists hospitals with the “cleanup” of their chargemaster and gives them the ability to compare their pricing to approximately 200 rural hospitals across the U.S.
- *Rural Health Clinic (RHC) Dashboard* – Assisted with the development of the RHC Dashboard. This dashboard gives RHC the ability to see their performance in comparison to clinics across the U.S. The clinics also receive advisory services to talk through their opportunities for improvement.

Client Company Name: Washington State Department of Health	Client's Project Supervisor Contact Name: Danielle Kunkel	
Address: Office of Community Health Systems, Rural Health Town Center 2 111 Israel Rd SE Tumwater, WA 98501	Phone Number: 360-584-4301 E-Mail: Danielle.kunkel@doh.wa.gov	
Project Name: Flex Program: Swing Bed Quality Reporting Program and webinar series	Beginning Date of Project: Month/Year September 2022	Ending Date of Project: Month/Year August 2024
Client Company Name: Healthcare Education Foundation of West Virginia	Client's Project Supervisor Contact Name: Tamara Tolliver	
Address: 100 Association Drive Charleston, WV 25311	Phone Number: 304-353-9715 E-Mail: ttolliver@hefwv.org	
Project Name: SHIP and Flex Programs: Swing Bed Quality Reporting Program; Team-Based Care Training and Education; Clinical Care Delivery Spectrum; Rural Health Clinic Benchmarks Training	Beginning Date of Project: Month/Year October 2022	Ending Date of Project: Month/Year Ongoing
Client Company Name: Ohio Dept of Health, State Office of Rural Health	Client's Project Supervisor Contact Name: Daniel Prokop, Melissa Gustin	
Address: 246 North High Street, Columbus, OH 43215	Phone Number: 614-728-0519 E-Mail: Daniel.prokop@odh.ohio.gov Melissa.gustin@odh.ohio.gov	
Project Name: Flex Grant: Swing Bed Quality Reporting Program and webinar series	Beginning Date of Project: Month/Year September 2018	Ending Date of Project: Month/Year Ongoing

APPENDIX II: CONTRACTUAL AGREEMENT FORM

CONTRACTUAL AGREEMENT FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Contractual Agreement Form, the bidder guarantees compliance with the provisions stated in this solicitation and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder is not owned by the Chinese Communist Party.

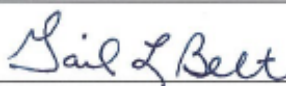
Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603, DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Vendors. This information is for statistical purposes only and will not be considered for contract award purposes.

____ NEBRASKA VENDOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Vendor. "Nebraska Vendor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation. All vendors who are not a Nebraska Vendor are considered Foreign Vendors under Neb. Rev Stat § 73-603 (c).

____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. § 71-8611 and wish to have preference considered in the award of this contract.

THIS FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

COMPANY:	Stroudwater Associates
ADDRESS:	1685 Congress St. Suite 101
PHONE:	800-947-5712
EMAIL:	gbelt@stroudwater.com
BIDDER NAME & TITLE:	Gail Belt, Administrator
SIGNATURE:	
DATE:	5/19/26

VENDOR COMMUNICATION WITH THE STATE CONTACT INFORMATION (IF DIFFERENT FROM ABOVE)

NAME:	Amy Graham
TITLE:	Principal
PHONE:	207-221-8283
EMAIL:	agraham@stroudwater.com



STROUDWATER

Amy Graham, MBA
Principal

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