

TOBY THOMAS

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SUMMARY

Operations, finance and development minded executive with a proven track record of growing businesses, driving results, developing and implementing strategic change, structuring and negotiating key business relationships, shaping business and pricing models, developing teams, raising capital, and building organizational capability in high growth environments.

PROFESSIONAL EXPERIENCE

Autism Spectrum Therapies (2008 – 2010)

A provider of applied behavioral analysis (ABA) therapy and related services for individuals with autism with approximately 400 employees.

Chief Executive Officer

Brought on board to transition company from founder-led to professionally managed, develop and scale key support functions, and better position the company for long term growth in a changing funding environment.

- Deepened and strengthened customer relationships, expanded regionally, and diversified funding sources, achieving annual client growth of 30% in a challenging state funding environment.
- Developed new service offerings and strategies to better position the organization to respond to funding changes and capitalize on emerging market opportunities.
- Strengthened the senior team and improved the quality and scalability of key corporate functions, including recruiting, human resources, IT, finance, business development and marketing.
- Redesigned clinical compensation and promotion structures to ensure long term cost sustainability and competitiveness.
- Expanded company profile with new website design, search engine optimization, newsletter, and public relations campaign.

Cogent Healthcare, Inc. (2000 - 2008)

A leading provider of inpatient management services with operations in 18 states.

Chief Financial Officer

Responsible for business planning, finance, legal, contracting, accounting, tax, human resources, investor relations, and negotiating and structuring significant business relationships.

- Key driver of the company's business model, strategic direction and operational performance during transition from pre-profit to profit and 6 years of 35+% compounded annual growth.
- Raised \$15 million of equity and \$10 million of debt.
- Negotiated over \$80 million of new business relationships.
- Significant contributions to business development and growth, including negotiating and structuring strategic partnerships, customer contracts and joint ventures, developing pricing and contracting models, and participating in critical sales presentations.
- Drove operating performance and accountability via monthly business reviews, planning, business scorecards, and approval of material operating decisions.
- Implemented planning process, including annual budgets, 12 month rolling forecasts and business planning tools, with a focus on business levers, growth, profitability and capital planning.
- Architected the consolidation of corporate support functions in Nashville, resulting in increased organizational effectiveness and \$1.5 million of recurring savings.

TOBY THOMAS, page 2

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- Regularly presented key business trends, updates and plans to Board of Directors.
- Served as Interim Chief Development Officer, responsible for sales and development during corporate transition. Streamlined and standardized pricing and sales approach, increasing close rates and overall sales success.

Vivra Specialty Partners (1996 - 2000)

Private healthcare services and technology company. Vivra Specialty Partners was spun out from Vivra in 1997 as part of a \$1.6 billion transaction. Prior to the transaction, Vivra (NYSE: V) was a leading provider of dialysis and specialty care.

Vice President, Finance (promoted from Director in 1999).

Responsible for business planning and analysis, M&A support, and developing the accounting and reporting infrastructure over a period of rapid revenue growth (\$20 million in 1996 to \$200 million in 1999).

- Performed financial due diligence and analysis on over \$50 million of equity investments.
- Supervised and performed substantial analysis related to product pricing, business wind-downs and divestitures, return on investment, business valuation, acquisitions, and pro forma financial modeling.
- Created \$125 million budget with business line leaders.
- Managed the development of a database application that reduced staffing requirements by 75% while improving data integrity, reporting, and integration of critical accounting and operating systems.
- Supported the financial due diligence for the \$120 million sale of the company's specialty business to three leading private equity funds. Extensive interaction with investment bankers, fund analysts, and outside legal and accounting firms.

AST Research, Inc. (1994 - 1996)

Fortune 500 computer manufacturing company with annual revenues in excess of \$2 billion (NASDAQ: ASTA). Joined organization as a Senior Financial Analyst in SEC reporting, before moving into business and product planning. As Manager of Business Planning, brought over \$200 million of product to market as a core team member on cross-functional product development teams responsible for all phases of product development for the company's notebook and consumer desktop product lines. Regularly presented to executive committee to secure funding for each development phase.

Ernst & Young (1990 - 1994)

Directed and executed all phases of the audit process including supervision, planning, internal controls review, account balance analysis, workpaper review, and evaluation and review of public filings and annual reports, with a focus on the healthcare and technology sectors.

BOARD INVOLVEMENT

Serve on the Board of Advanced ICU Care, a venture backed medical services company providing high quality virtual critical care to patients in the intensive care units of community hospitals. Prior to joining the Board, provided strategic consulting resulting in a redesign of the company's pricing model and improved value positioning to current and prospective customers, contributing to a significant increase in sales momentum and success.

EDUCATION / LICENSES

- University of California, Los Angeles (UCLA). B.A. Economics-Business (1990), *Magna Cum Laude*
- Certified Public Accountant, State of California