

Bill Keys
Partner



Select Executive Experience

Exam Management Services Inc. (2019-2020)
CFO

Preferred Homecare-Life Care Solutions (2015-2019)
CEO (2018-2019) CFO (2015-2018)

Homeland Healthcare (2010-2015)
CFO

Tatum (Ranstad) (2002-2017)
Senior Partner

K.A.B. Intl Ltd. (1999-2002)
Managing Partner

Core Competencies

Mergers & Acquisitions
Raising Capital
Lender Relations
Sale Process
Private Equity
Data Analytics

Executive Profile

Bill Keys is a partner in the Dallas office of SeatonHill. He is a Chief Financial Officer with 30+ years of experience, with emphasis on the healthcare industry in which he served for over 20 years. He previously served as CFO of EMSI, as CEO and CFO of Preferred Homecare, CFO of Homeland Healthcare, and has also had CFO positions in hospice, home health, and skilled nursing sectors. Bill has extensive experience working with private equity backed and founder's companies to create enterprise value through strategic growth, M&A, cost reduction, and asset management. A seasoned team builder and collaborator, he helps navigate the organization with data driven decision support models that provide operating teams with the information needed to achieve their financial goals.

Education & Certifications

Bachelor of Commerce (Honors)
University of Manitoba

CPA/CMA

Industry Experience

Healthcare Services
Insurance Services



Our partners have deep experience across multiple industries, and can quickly integrate into your organization to provide the insights you need to succeed in today's marketplace.

Key Experience

SeatonHill Engagements:

- **Home Care Delivered, Inc.:** As Interim Chief Financial Officer, Bill started the 2025 budget process. He restructured/corrected the FP&A team and process to provide accurate insight into payor/product GM. Bill created cash waterfall and identified unfavorable trend in cash collection percentages by the date of service. He also simplified monthly reporting to provide a more focused insight into performance trends.
- **Oceans Healthcare:** As Interim Chief Financial Officer, Bill started the 2024 budget process. He updated the long-term forecast to reflect current operating performance. Bill also worked with COO to identify focus locations for performance improvement and worked with the CEO on a cost reduction initiative.
- **First Baptist Medical Center:** As Chief Financial Officer, Bill corrected and restated financial statements for the refinancing/sale process, and developed expected revenue model revenue recognition. He created a rolling 13-week cash flow forecast and developed cash waterfall analytics and reporting. Bill also analyzed accounts receivable and created expected collection modeling for out-of-network patient encounters.
- **Alliance Physical Therapy Partners:** As Interim Chief Financial Officer, Bill completed the 2023 budgeting process and 2022 audit. He developed appropriate analytics for the monthly reporting package. Bill also corrected and improved the 13-week cash flow reporting. He worked with the VP Revenue Cycle to develop analytics, reporting, and identify collection effort prioritizations. Bill achieved the 2023 budget through June 2023.

Exam Management Services Inc.: As CFO for this health data provider for the insurance, life sciences, transportation, and law industries, Bill worked with the lender and PE firm to provide company appropriate liquidity, collaborated with CEO and COO to drive cost reduction initiatives, drove revenue growth priorities in partnership with the CMO and CEO, and worked with an investment banker to drive sales processes for two business units.

Preferred Homecare: During his five-year tenure with this provider of infusion, nutrition, respiratory, and home medical equipment therapies and services across the West and Southwest, Bill served as CFO during his first four years, and CEO during his final year. As

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CFO, notable accomplishments included: the restructuring of operations, the closing of unprofitable states, locations, and product lines, and the closure and sale of Preferred's home infusion business to CVS Health/Coram.

As CEO, he signed several significant capitated contracts with large health plans and closed the sale of Preferred's respiratory therapy/DME business to Lincare, Inc.

Tatum by Randstad: As Senior Partner for this national financial and technology consulting and advisory firm, Bill worked with multiple clients. Key examples follow:

- **Homeland Healthcare, Inc.:** As Chief Financial Officer, Bill directed and oversaw all financial and accounting functions and closed and integrated five acquisitions. He architected and implemented a financial model that turned a \$35 million company (2009) with negative EBITDA into a \$100 million company (2013) generating \$1 million a month in operating EBITDA. Bill converted the company from a cash basis to one with five years of audited financial statements and a documented set of financial controls. He built a strong, efficient, and productive finance team with virtually no turnover. During 2011-2013 Homeland closed and integrated five acquisitions.
- **SouthernCare, Inc.:** Chief Financial Officer for one of the nation's largest hospice providers. This privately owned company generated revenues of over \$225 million, had 95 offices in 15 states, and provided care to more than 5,000 patients each day. SouthernCare offices are located primarily in non-metropolitan areas that have a demonstrated need for hospice services.

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