

THOMAS F. BAKEWELL
CPA, JD

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Ballwin, Missouri 63011

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EXECUTIVE SUMMARY

Senior executive with extensive and diverse experience helping organizations thrive. Critical skills clarifying complexities, solving problems and making things work right. Unifying force for implementing growth and change. Consultant to over 90 colleges, universities, healthcare organizations and corporations nation-wide. Key strengths include:

- Leadership Development
- Change Management
- Managing Facilitator
- Mediating Coach
- Strategy
- Results
- Talent Identification and Management
- Turnaround Management
- Profit and Loss Control
- Corporate Governance
- Corporate Finance
- Whole Systems

PROFESSIONAL EXPERIENCE

7/90
to
Present

MANAGEMENT CONSULTANT & ATTORNEY

St. Louis, Missouri

Private Practice

Consulting to large corporate organizations and nonprofits on improved finances, operations, and management. Counsel to Boards and CEO's creating strategy, implementing change and managing transitions for their organizations. Service on several corporate and non-profit Boards.

3/86
to
6/90

DAUGHTERS OF CHARITY NATIONAL HEALTH SYSTEM (now ASCENSION)

St. Louis, Missouri

Senior Vice President - Legal & Government Affairs (14,016 beds)

Appointed 8/87 to establish new department and direct national office legal and government activities for 38-hospital system (\$3.5 billion revenues). Managed consolidation of all entities into national system.

Director of Financial Planning & Analysis

Responsible for developing and directing system-wide financial analysis, planning, reporting, and special project work. Created and staffed department. Promoted from Manager to Director 3/87. Promoted to Senior Vice President.

2/82
to
2/86

BOROD & HUGGINS

Memphis, Tennessee

(& pursued JD)

Consultant & Attorney

Financial consultant and attorney for large corporate law practice. Advised health care and financial institution clients. Significant experience with corporate finance, Medicare, Medicaid, bonds, capital markets, and alternative delivery systems.

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9/80 **HARVARD UNIVERSITY** Cambridge, Massachusetts
to Post-graduate work in public health, management and law. Project work on hospital
12/81 system acquisitions, bank healthcare loan division and hospital audit program with Baptist
Health System, First Tennessee Bank and St. Francis Hospital.

5/78 **LeBONHEUR CHILDREN'S MEDICAL CENTER** (225 beds)
to Memphis, Tennessee
9/80

Vice President - Finance

Chief Financial Officer over fiscal services, business office, material management and data processing. Completed \$15 million bond issue and construction project during tenure. Negotiated all contracts.

4/77 **ERNST & WHINNEY**
to St. Louis, Missouri
5/78

Management Consultant

Health care consulting included feasibility studies, budgeting, rate setting, reimbursement, systems design, financial modeling, and management for hospitals, clinics and related organizations. Auditing experience.

7/74 **ST. CHARLES CLINIC & WLSS FOUNDATION** (& pursued MHA/MBA)
to St. Charles, Missouri
4/77

Assistant Clinic Administrator

Responsible for accounting, business office, credit office, insurance, data processing, medical records, nursing, housekeeping, maintenance, personnel administration and purchasing at 25-physician clinic.

Associate Foundation Project Director

Founded group and supervised completion of federally funded HMO feasibility study. Personally wrote grant application and received \$50,000 grant.

EDUCATION & LICENSING

<i>Attorney</i>	<i>Licensed</i>	<i>Tennessee and Missouri</i>	<i>1985, 1986</i>
<i>CPA</i>	<i>Licensed</i>	<i>Tennessee</i>	<i>1981</i>
<i>JD</i>	<i>Law</i>	<i>University of Memphis</i>	<i>1985</i>
<i>MS</i>	<i>Public Health</i>	<i>Harvard University</i>	<i>1981</i>
<i>MBA/MHA</i>	<i>Finance</i>	<i>St. Louis University</i>	<i>1977</i>
<i>BS</i>	<i>Management</i>	<i>Lindenwood College</i>	
<i>1974</i>			

PAST CORPORATE AND BOARD ACTIVITIES

Graduate, Gestalt Institute, Organizational Development Program, 1999
Member, Board of Directors, Gramex (GrandPa's), 1995 to 1999
Member, Board of Directors, Roto-Die Co., 1997 to 2004
Member, Board of Directors, Lindenwood College, 1986 to 1997
Member, Board of Overseers, Lindenwood College, 1984 to 1988
Chairman, Board of Overseers, Lindenwood College, 1987
Chairman, Finance Committee, Lindenwood College, 1989 to 1992
Chairman, Nominating Committee, Lindenwood College, 1994 to 1997
Member, Board of Trustees, WKNO Public Television, 1984 to 1986
EEOC Officer, WKNO Public Television, 1985
Deacon, Second Presbyterian Church, 1985 to 1986
Deacon, Central Presbyterian Church, 1989 to 1992

PUBLICATIONS

Bakewell, "Look Inside for Conflicts of Interest", *AGB Trusteeship, January/February 2002*

Bakewell, "Nonprofits Experience Crisis Too," *Director's Monthly, September, 2001*

Bakewell, "Handling Conflicts of Interest at the Board Level," *Director's Monthly, February, 2001.*

Bakewell, "Strengthening Shareholder Relations in the Privately Held Company," *Director's Monthly, April 2000.*

Albertina and Bakewell, "A Way to Allocate Capital Among System Members," *Health Progress, May 1989.*

Bakewell, "Orienting Directors to Financial Challenges," *Growing Pains, Catholic Hospital Association, 1988.*

Huggins, Parrish and Bakewell, "Bankers Venture Into Risk Capital Investing," *Competitech, American Bankers Association, 1986.*

Bakewell and Schneider, "Evaluating a Phone System," *Medical Group Management, Vol. 25, No. 4, July/August 1978.*

PROFESSIONAL AFFILIATIONS

AICPA (Member)
Missouri Bar Association (Member)
Society For the Advancement of Consulting
Editorial Board International Journal Educational Advancement
National Association of Corporate Directors (Member) & Certified Director