Chief Financial Officer

Leadership Profile

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The Opportunity

Kennedy Krieger Institute, headquartered in Baltimore, MD, seeks a strategic, collaborative finance executive to serve as the organization's next Senior Vice President, Finance, and Chief Financial Officer (CFO). This is an exciting opportunity for a forward-thinking, mission-driven finance executive to help shape the future of one of the nation's leading organizations dedicated to improving the lives of children, adolescents, and adults with neurological, rehabilitative, and developmental disorders.

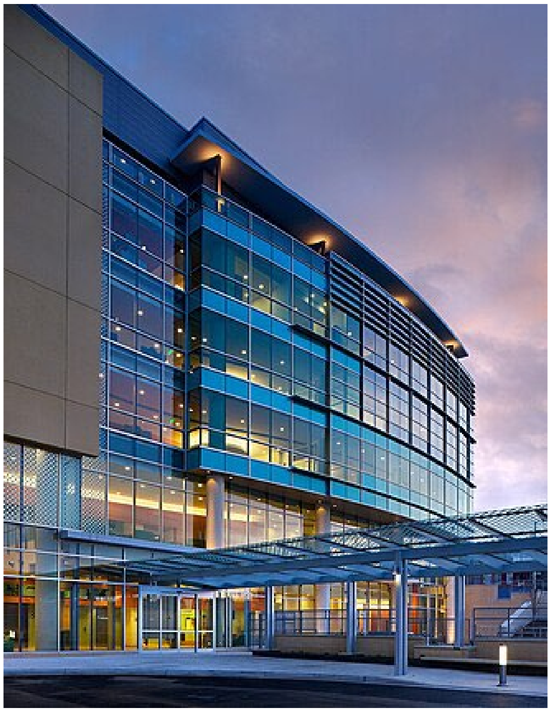
Kennedy Krieger is a place like no other. It is an internationally recognized institution focused on improving the lives of children, youth, and adults with disorders of the developing nervous system through a uniquely comprehensive approach. Kennedy Krieger Children's Hospital is a pediatric specialty hospital offering both inpatient care and a broad network of outpatient services. Beyond clinical excellence, Kennedy Krieger is home to schools and educators serving publicly funded students, exceptional mission-driven researchers, and advanced clinical training programs. It also supports a wide range of child- and family-focused community initiatives. This aggregation of segments, including clinical care, research, special education, community partnership, and professional training, is what makes Kennedy Krieger so unique. Today, Kennedy Krieger employs more than 3,200 staff and faculty members and serves nearly 30,000 patients and students annually, with patients and families traveling from all 50 states and countries around the world to receive its specialized care and services.

Reporting directly to the President and Chief Executive Officer, the CFO will serve as a key strategic partner to the executive leadership team and Board, influencing enterprise-wide decisions that support both financial sustainability and continued mission growth. This leader will be positioned to help guide Kennedy Krieger through an evolving healthcare landscape while ensuring the resources necessary to expand services, invest in innovation, advance research, and deliver exceptional outcomes for patients and families.

The next CFO will play a pivotal role in shaping Kennedy Krieger's future by leading long-range financial planning, guiding significant capital investments, strengthening financial performance, and ensuring the organization has the resources needed to advance its clinical, educational, and research missions. Working closely with executive leadership, the Board, and key stakeholders, the CFO will help determine how best to fund growth, optimize financial resources, and position Kennedy Krieger for long-term sustainability and impact. A collaborative and influential leader, the CFO will align stakeholders around key priorities while serving as a valued advisor. The successful candidate will also be a proven developer of talent with a track record of building high-performing teams and fostering a culture of accountability, engagement, and continuous improvement. Through strong leadership, partnership, and financial stewardship, the CFO will help ensure Kennedy Krieger's long-term sustainability and continued impact in support of its mission.

Organization Overview

Kennedy Krieger Institute



Located in the Baltimore-Washington, D.C. region, Kennedy Krieger Institute is internationally recognized for transforming the lives of tens of thousands of children, adolescents, and adults each year with neurological, rehabilitative, or developmental needs through inpatient and day hospital programs, outpatient clinics, home and community services, education, research, and professional training. The Institute offers more than 55 outpatient clinics and a comprehensive continuum of care tailored to the unique needs of every individual and family it serves.

Since 1937, Kennedy Krieger Institute has been improving the lives of children, adolescents, and young adults from Maryland, across the United States, and around the world who think, learn, move, feel, and experience the world differently. Founded as the nation's first treatment facility dedicated solely to children with cerebral palsy, the Institute has grown into a global leader in the care of individuals with disorders of the brain, spinal cord, and musculoskeletal system, ranging from mild developmental and learning challenges to the most complex neurological and genetic conditions.

Through its integrated focus on patient care, research, professional training, special education, community programs, advocacy, and family support, Kennedy Krieger is advancing innovative approaches that improve outcomes and create new possibilities for individuals and families worldwide. The Institute combines clinical excellence, groundbreaking research, specialized education, and family-centered support to help individuals achieve their fullest potential.

The Kennedy Krieger Foundation serves as the philanthropic arm of Kennedy Krieger Institute, advancing the mission of a globally recognized leader in improving the lives of children, adolescents, and adults with disorders of the brain, spinal cord, and musculoskeletal system. Grounded in compassionate care, pioneering research, and highly individualized special education, the Institute is driven by a deep commitment to equity, access, innovation, and ensuring that every individual has the opportunity to reach their fullest potential. The Foundation plays a critical role in securing philanthropic resources and amplifying the Institute's impact through storytelling, strategic communications, donor engagement, community outreach, and partnerships that support patient care, research, education, and community-based initiatives.

While Kennedy Krieger Institute is an independent 501(c)(3) organization, it maintains a longstanding and highly valued academic affiliation with Johns Hopkins University and Johns Hopkins Medicine. The two institutions collaborate closely in patient care, research, and professional training while remaining independent organizations. More than 200 Kennedy Krieger physicians and scientists hold faculty appointments at Johns Hopkins University, reflecting the depth of this enduring partnership.

Kennedy Krieger's work is organized around four core mission areas: Patient Care; Research and Professional Training; Special Education; and Community Programs and Resources. Through these interconnected areas, the Institute provides comprehensive services that support individuals and families throughout every stage of life. Kennedy Krieger's nationally recognized special education programs, including its Blue Ribbon School of Excellence, and its leadership in research and workforce development, have positioned the organization as one of the world's premier pediatric rehabilitation and neurodevelopmental institutions.

Kennedy Krieger Financial Information
(in thousands)

	FY2025	FY 2026
Total Operating Revenue	$412,384	$429,402
Net Patient Revenue	$281,175	$300,233
Tuition Revenue	$61,358	$64,765
Grant & Contract Revenue	$59,951	$55,432
Total Operating Expenses	$411,137	$431,328
Operating Income/(Loss)	$1,247	$(1,926)
Non-Operating Income	$2,199	$7,293
Excess of Revenue Over Expenses	$3,446	$5,367

Payor Mix	2025	2026
Medicaid	36%	37%
Blue Cross	31%	32%
Commercial Insurance	27%	26%
Self Pay/Other	3%	2%
Medicare	3%	3%

Mission

To transform the lives of children, youth, and adults with, and those at risk for, disorders of the developing nervous system, through innovative, equity-based, and culturally relevant clinical care, research, education, community partnership, advocacy, and training. Diversity, cultural, and linguistic competency, and inclusion are foundational in the services the Institute provides.

Vision

We envision a world where Kennedy Krieger will continue to lead with intention, through innovation, to provide equitable, relevant, and effective clinical care, research, educational interventions, training, and advocacy services, in partnership with the community, to improve the lives of all individuals who have, or are at risk for, disorders of the nervous system.

Values

We value each individual. We are teams of compassionate, dedicated, and skilled clinicians, scientists, educators, staff members, advocates, and trainees, working in partnership with patients, students, families, and community members to advance our mission. Our approach is person- and family-centered and culturally congruent, ensuring that all those we serve have access to the resources they need-clinical care, research, education, community programs, advocacy, and training -to live fully inclusive, valued, and meaningful lives.

For more information, please visit: Overview Brochure.

Position Summary

The CFO serves as a key member of the Executive Leadership Team and a strategic partner to the CEO and Board of Directors. The CFO provides leadership and oversight for finance, accounting, treasury, revenue cycle, supply chain and procurement, budgeting, capital planning, investments, and enterprise risk management. The CFO is responsible for advancing the Institute's mission through financial stewardship, operational excellence, technology enablement, and long-term strategic planning.

Reporting Relationships

Reporting to the Chief Executive Officer of Kennedy Krieger Institute, direct reports include:

- Vice President, Finance
- Vice President, Revenue Cycle
- Enterprise Risk Management and Insurance
- Administrative Services Coordinator

Responsibilities

Executive Leadership:

- Serve as a strategic advisor to the CEO, Executive Leadership Team, and Board of Directors. Participate in enterprise-wide decision-making and organizational strategy development to advance the Institute's mission, growth objectives, operational effectiveness, and long-term sustainability.

Financial Leadership and Strategy:

- Develop and execute the Institute’s financial strategy, aligning it with long-term goals and growth plans.
- Lead financial planning and budget management functions, ensuring the Institute’s financial health.
- Evaluate and advise on the financial impact of long-range planning, introduction of new programs/strategies, and regulatory action.
- Evaluate strategic affiliations, partnerships, joint ventures, and growth opportunities to support the Institute's mission and long-term sustainability.
- Lead enterprise financial strategy, capital allocation, and long-range financial planning.
- Develop financial models supporting strategic initiatives, service-line expansion, and organizational growth. Provide financial guidance for major business decisions, investments, partnerships, acquisitions, and new program development.
- Develop key financial performance indicators and dashboards to support executive decision-making

Financial Operations and Reporting:

- Direct and oversee all accounting, financial reporting, payroll, accounts payable, accounts receivable, fixed assets, and tax functions.

- Ensure effective internal controls and compliance with GAAP, federal regulations, state regulations, and audit requirements.
- Oversee preparation of financial statements, management reports, tax filings, and regulatory reporting.
- Communicate monthly, quarterly, and annual financial results to executive leadership and the Board.

Revenue Cycle Oversight and Reimbursement Strategy:

- Oversee revenue cycle management strategies to optimize cash flow and reimbursement performance.
- Monitor payer reimbursement trends and assess financial impacts from regulatory and payment model changes.
- Collaborate with operational leadership to improve revenue integrity, billing effectiveness, and collection performance.
- Direct the organization's third-party payer contracting strategy, including financial evaluation, contract performance monitoring, reimbursement optimization, and negotiation of payment arrangements to support long-term financial performance.

Funding and Capital Planning:

- Lead development of multi-year capital plans.
- Prioritize capital investments based on strategic, operational, and financial criteria.
- Assess return on investment and organizational impact of major capital expenditures.
- Evaluate financing alternatives for strategic initiatives and infrestructuring investments. Forecast cash flow positions, related borrowing needs, and available funds for investment.
- Ensure that sufficient funds are available to meet ongoing operational and capital investment requirements.
- Arrange for debt financing.
- Invest funds and manage associated risks.

Enterprise Risk Management and Insurance:

- Partner with executive leadership to maintain an enterprise risk management framework.
- Oversee financial, operational, cybersecurity, compliance, and reputational risk assessments.
- Ensure business continuity and financial resilience planning.
- Support organizational compliance programs and internal audit activities.
- Understand and mitigate key elements of the Institute's risk profile.
- Monitor all open legal issues involving the Institute and legal issues impacting the industry.
- Construct and monitor reliable control systems.
- Maintain appropriate insurance coverage.

Supply Chain Procurement:

- Provide executive oversight of supply chain, procurement, sourcing, contracting, purchased services, and inventory management.
- Develop procurement strategies that optimize cost, quality, service, and supplier performance.
- Lead strategic sourcing and vendor management initiatives to improve organizational value and operational efficiency
- Oversee contract evaluation and financial analysis of major purchasing decisions and supplier agreements.

Treasury and Investment Management:

- Direct treasury operations, including cash management, banking relationships, liquidity planning, debt management, and investment oversight.
- Oversee cash forecasting, working capital management, and financing strategies.
- Manage relationships with banks, rating agencies, trustees, and financial advisors.
- Ensure compliance with debt covenants and investment policies.

Board and Committee Support:

- Serve as principal financial advisor to the Board of Directors and its Audit, Finance, and Investment Committees.
- Present strategic financial analyses, capital recommendations, investment performance, and risk assessments.
- Support governance activities and ensure timely, accurate reporting to Board committees.

Stakeholder Relations:

- Represent the Institute to banks, auditors, financial partners and advisors, rating agencies, investors, public officials, lawyers, etc.
- Remain current on audit best practices as well as state, federal, and local laws regarding all areas of Institute operations.

Team Management and Development:

- Oversee and develop high-performing leadership teams across finance, accounting, treasury, revenue cycle, supply chain, procurement, and information technology functions. Foster a culture of accountability, collaboration, innovation, and continuous improvement.
- Mentor and develop a high-performing team capable of meeting the challenges of complex and dynamic environments in healthcare, research, special education, community services, and philanthropy.

Performance Management:

- Implement operational best practices.
- Oversee the management and coordination of all fiscal reporting activities for the Institute, including organizational revenue/expense and balance sheet reports, reports to funding agencies, philanthropy, and monitoring of Institute-wide contract/grant budgets.

Philanthropy and Endowment Oversight:

- Partner with Philanthropy leadership regarding endowment stewardship, gift acceptance, and donor-restricted funds.
- Oversee accounting and reporting related to philanthropic contributions and grants.
- Ensure compliance with donor requirements and grant obligations.

Enterprise Analytics and Business Intelligence:

- Lead enterprise financial analytics and performance reporting capabilities.
- Develop executive dashboards and predictive financial models.
- Drive data-informed decision making across the organization.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- **Build Trust**. Establish personal and professional credibility, gain respect, and build trust with senior leadership, peers, and their teams. The executive will be recognized as a collaborative and visible member of the executive leadership team. The CFO must be able to adapt to and champion the mission, vision, and values statements of Kennedy Krieger Institute.
- **Advance a Long-Term Financial Strategy that Supports Kennedy Krieger's Growth Agenda.** Partner with executive leadership, the Board, and Finance Committee to translate the organization's strategic plan into a sustainable financial roadmap, ensuring that growth initiatives, capital investments, and mission priorities are supported by rigorous financial modeling and disciplined resource allocation.
- **Strengthen Financial Performance and Organizational Sustainability.** Develop and execute strategies to improve operating performance, enhance margins, and optimize financial resources while preserving Kennedy Krieger's ability to invest in its clinical, educational, and research missions.
- **Lead Capital Planning and Financing for Major Strategic Investments.** Provide financial leadership for the organization's planned outpatient expansion and Innovative Care Center initiatives, establishing funding strategies that effectively leverage philanthropy, debt capacity, and public funding opportunities while maintaining strong balance-sheet stewardship.
- **Enhance Balance Sheet Strength and Financial Resilience.** Advance initiatives that improve liquidity, optimize capital structure, and reinforce long-term financial flexibility, supporting the organization's ability to navigate changing reimbursement, regulatory, and economic environments.
- **Maximize the Financial Value of a Diversified Revenue Portfolio.** Leverage a deep understanding of pediatric healthcare reimbursement, research funding, philanthropy, and educational programs to strengthen revenue streams and ensure resources are aligned with strategic priorities and mission impact.
- **Serve as a Trusted Strategic Advisor to Leadership and the Board.** Provide insightful financial analysis and forward-looking guidance that enables informed decision-making, helping organizational leaders evaluate opportunities, balance risks, and prioritize investments across the enterprise.
- **Identify Innovative Approaches to Funding Growth and Mission Expansion.** Bring creative and entrepreneurial thinking to financial strategy, evaluating new partnerships, financing mechanisms, and business models that can support continued growth while advancing Kennedy Krieger's mission.
- **Develop and Empower a High-Performing Finance Organization.** Build upon the strength of the existing finance team by fostering collaboration, succession planning, professional development, and the effective use of technology and data-driven insights to support organizational success.

Candidate Qualifications

Education/Certification

- Bachelor's degree in finance, accounting, business administration, health care administration, or a related field is required.

- Master's degree and/or CPA is preferred.

Knowledge and Work Experience

- A minimum of ten years of progressive healthcare financial management experience in a complex, high-performing healthcare organization, with a strong track record of executive-level leadership and operational oversight.
- Experience leading optimization, benchmarking, and standardization activities where dashboards, metrics, and best practices help to drive financial decisions.
- Exposure across all areas of finance, including third-party payor contracting, treasury, revenue cycle, business operations, strategic planning, and board presentations.
- Solid understanding of all aspects of the healthcare business and a strong working knowledge of current trends.
- Experience working with Boards of Directors and a solid track record of developing and articulating a vision and financial strategy in coordination with the CEO.
- A solid track record in hiring, developing, coaching, and promoting staff. A strategic leader with a demonstrated ability to develop and lead high-performing teams, both visibly and collaboratively, is required.
- Solid financial modelling and development of pro forma financials.
- Sound understanding of cash flow, treasury functions, cost-reporting, and third-party reimbursements.
- Experience with institutional investments, including defined benefit pension and defined contribution retirement plans, taxable and tax-exempt debt issues, and credit ratings.
- Demonstrated experience in a competitive healthcare market including specialty care services. The CFO must understand how to leverage all aspects of a system to improve the organization as a whole.
- A successful track record of enhancing overall finances, including but not limited to building strong balance sheets and liquidity, improving bond credit ratings, enhancing financial metrics, and improving overall financial operations.
- Experience with leading the deployment of technologies of business and financial analytics in support of both operations and strategy.

Leadership Skills and Competencies

- **Authentic:** Is a leader who is visible and genuine; interacts and builds strong relationships at all levels of the organization.
- **Decisive:** Makes timely decisions based on values, goals, facts, and good judgment; uses decision tools effectively and at appropriate times; shows a good sense of timing related to decision making.
- **Accountable:** Sets goals and objectives for finance, holding their management team accountable and delegating the authority and responsibility for achieving objectives; personally accepts responsibility and accountability for actions and outcomes.
- **Strong mentor**: Able to function as a mentor/coach with a collaborative style. A person who can develop and

encourage staff to embrace change and improve the organization. A successful track record in hiring, developing, coaching, and promoting staff.

- **Change agent:** Creatively re-engineers and constructs new ways of doing things; future-oriented and, while understanding tradition, is capable of making changes sensitively but unwaveringly. Is genuinely excited by the opportunities of health and payment reform.
- **Collaborator**: Builds partnerships and works collaboratively with others (individuals and organizations) to meet shared goals; has an uncompromising commitment to the value of staff involvement in decision-making and finding solutions to future challenges.
- **Results-oriented:** Consistently achieves desired results, even under challenging circumstances. Takes appropriate risks and innovates to advance the organization's goals and improve patient care and the patient experience.
- **Strong communication skills:** Is a highly effective spokesperson. Possesses outstanding oral and written communication skills (including active listening) and has a direct, honest, and open style. Enjoys translating and teaching complex financial data to non-financial people.

The Community

Baltimore, Maryland

Baltimore, Maryland's largest city, is situated along the Patapsco River and the Chesapeake Bay and serves as the state's economic, cultural, and educational hub. The Baltimore metropolitan area is home to nearly three million residents, making it one of the largest metropolitan regions in the United States. Strategically located in the Northeast corridor, Baltimore offers convenient access to Washington, D.C., Philadelphia, New York City, and other major population centers, while benefiting from proximity to leading federal agencies and research institutions, including the National Institutes of Health (NIH) and the National Cancer Institute (NCI).

Known for its rich history, diverse neighborhoods, thriving arts scene, and picturesque waterfront, Baltimore combines the amenities of a major metropolitan area with a strong sense of community. The city's renowned Inner Harbor serves as a centerpiece for commerce, recreation, and tourism, while the region's extensive parks, trails, and outdoor spaces provide abundant recreational opportunities. Baltimore continues to evolve as a center for innovation, entrepreneurship, healthcare, education, and technology, attracting talented professionals from across the country.

Baltimore is internationally recognized as a center for healthcare, life sciences, and academic research. Anchored by world-renowned institutions such as Johns Hopkins University and Johns Hopkins Medicine, the University of Maryland, Baltimore, and numerous federal research agencies throughout the region, the city offers an exceptional environment for innovation, collaboration, and discovery. The area's concentration of leading healthcare organizations, academic institutions, and biotechnology enterprises creates a dynamic ecosystem that supports clinical excellence, scientific advancement, and workforce development.

Residents enjoy access to a wide range of cultural, educational, and entertainment attractions, including the National Aquarium, Maryland Science Center, Walters Art Museum, Baltimore Museum of Art, Reginald F. Lewis Museum of Maryland African American History & Culture, American Visionary Art Museum, Maryland Zoo, Baltimore Symphony Orchestra, and the Hippodrome Theatre. Baltimore is also home to major professional sports franchises, including the Baltimore Orioles and the Baltimore Ravens, whose venues contribute to the city's vibrant downtown.

The region is served by Baltimore/Washington International Thurgood Marshall Airport (BWI), one of the busiest airports in the Mid-Atlantic, located approximately 15 minutes from downtown Baltimore. Combined with its central location, world-class healthcare and academic institutions, rich cultural assets, and high quality of life, Baltimore offers an exceptional environment for leaders seeking both professional opportunity and community engagement.

Procedure for Candidacy

Please direct all applications, nominations, and inquiries to the WittKieffer consultants assisting Kennedy Krieger Institute with this recruitment, preferably via e-mail at sodorisio@wittkieffer.com. Nominations and applications may also be submitted through the WittKieffer Candidate Portal by clicking here. Candidates can also find this portal on the WittKieffer website at www.wittkieffer.com by selecting the "Become a Candidate" button.

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The anticipated base compensation range for this position is $375,000 to $450,000 annually, commensurate with the successful candidate's experience. The final determination of a successful candidate's starting pay will vary based on several factors, including, but not limited to, credentials and industry experience. A performance bonus and a retirement plan will also be a part of total compensation.

Maryland's Pay Transparency Act

In compliance with the Maryland Pay Transparency Act, Kennedy Krieger includes the wage range for all posted jobs. The wage range references the pay grade minimum and maximum full-time annualized salary, or hourly pay rate, for the position. The actual pay may depend on relevant experience, education, hours worked and/or internal equity. Not all candidates will be eligible for the upper end of the salary range. Specific wage information will be discussed during the interview process.

Benefits

Kennedy Krieger offers a comprehensive benefits package that includes medical, dental, vision, 401(k) with match, tuition reimbursement, student debt relief, childcare subsidies, dependent college tuition grants, and free parking. In addition, we offer generous time off and rich professional development opportunities. All benefits are subject to eligibility requirements.
More information here.

Equal Opportunity Provider & Employer/Minority/Female/Disabled/Protected Veteran

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Kennedy Krieger Institute's documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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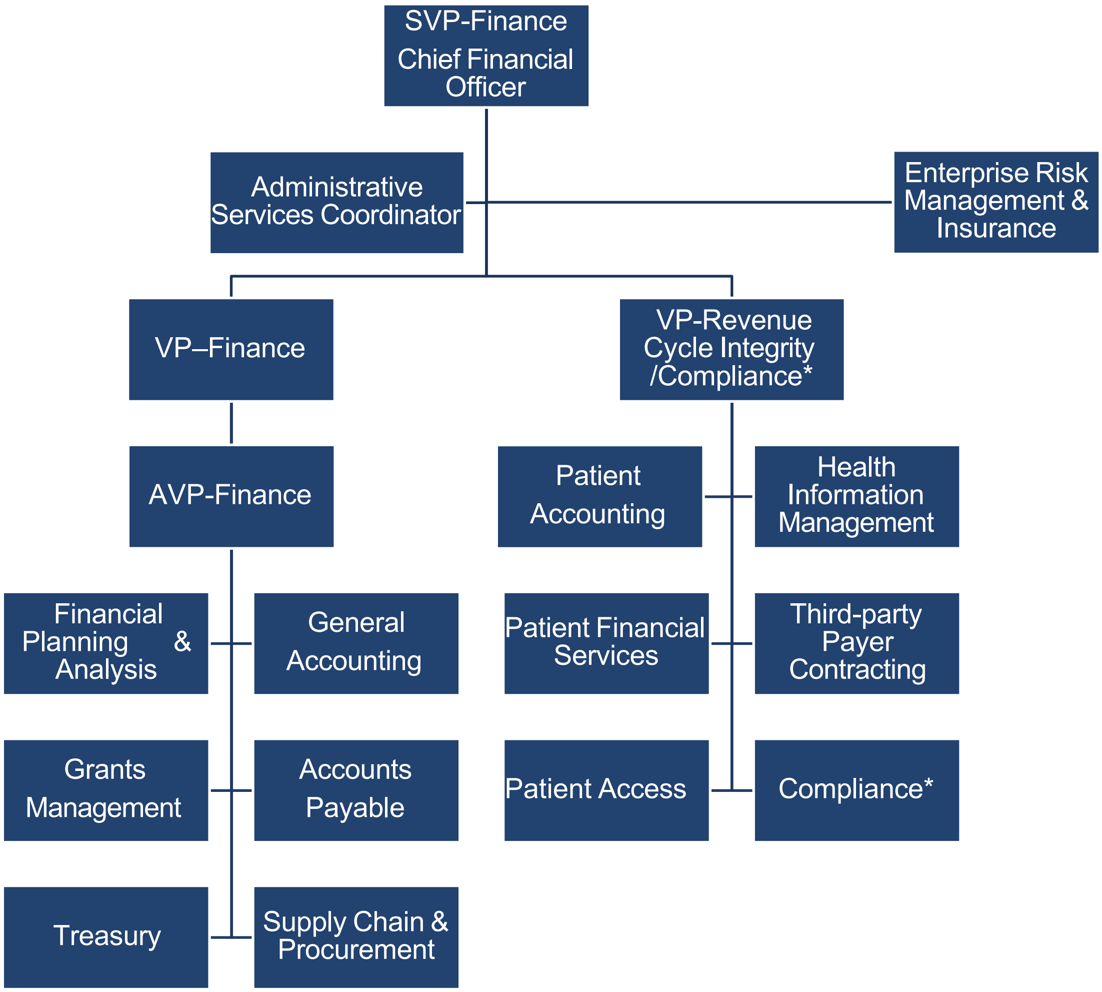
SVP Finance & CFO - Organization Chart



* Compliance reports directly to CEO and Board

WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education - the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

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