

Executive Vice President, System Finance

Leadership Profile

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Welcome

I want to thank you for your interest in exploring the EVP, System Finance opportunity at Cook Children's. As you've likely learned by now, this is a special opportunity within an extraordinary organization. Our 10,000+ employees and more than 1,000 physicians and advanced practice providers are united by a Promise: knowing every child's life is sacred, we promise to improve the well-being of every child in our care and our communities.

If WittKieffer has been in touch with you, it means you have been identified as a strong finance leader in the industry and likely a good fit for our team. I hope these materials will serve to energize your interest in the opportunity further, and to also clarify the type of leader who is likely to succeed at Cook Children's.

Cook Children's is a unique place, and we're well-positioned to make a significant impact in this region. Our finances—both in terms of the income statement and our balance sheet—are exceptionally strong. Our debt is relatively low, and all our ratios are optimal. We continue to make meaningful investments in this growing region, including the start of a new heart transplant program and a \$1.3 billion facilities expansion at our main campus, which is currently underway. Our Prosper campus is expanding as well, with trauma services and a new NICU building out our capabilities in that region.

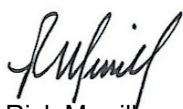
While we enjoy the freedom and flexibility that comes with being a community-based health system, we are strongly committed to investing in research activities that will lead to new discoveries, fuel clinical innovation, and drive improved patient outcomes. With our Endowed Chair program, our collaboration with national consortiums, and our participation in investigator-initiated and sponsored clinical trials, we are committed to expanding our research initiatives, growing our reputation, and bringing the world's leading-edge therapy home to North Texas.

Cook Children's has a culture rich with servant leadership, collaboration, and performance excellence. Leaders who thrive here are high on EQ and low on ego. They are open minded and intellectually curious—always seeking opportunities to improve and innovate—with strong critical thinking and relational skills to effectively lead in complex, dynamic environments. They are natural-born leaders and effective team players who bring focus and coordination to leverage our brand, expand our impact, and improve outcomes. They are good listeners and problem solvers, highly skilled in their core areas of leadership responsibility, and capable of working across lanes to lead change and produce results. They are humble and empathetic, honest and ethical, highly visible and engaged, and personable and approachable. They are invested in the growth and development of their teams, and they create environments in which all feel valued and capable of doing their best work. They are fully aligned with our Promise and values, and they contribute to our supportive and collaborative culture.

To ensure a focus on candidates who are best aligned with this opportunity, this search will prioritize seasoned leaders within the pediatric sector who have senior-level finance experience in large, complex, high-performing organizations. Ideal candidates will bring at least ten years of executive-level leadership experience; a master's degree in business, healthcare administration, or related field; and a keen understanding of applicable federal, state, industry, and payer rules, regulations, policies, laws, and guidelines that impact healthcare organizations.

I look forward to learning more about you in the weeks ahead, and I am eager to welcome our finalist candidates to Cook Children's in early summer. If you have an opportunity to visit us, you'll be able to discover firsthand the remarkable people and stories that make magical things happen under the blue peaks of Cook Children's.

Sincerely,



Rick Merrill
President and CEO
Cook Children's Health Care System

Organization Overview

Cook Children's is one of the nation's largest and fastest-growing independent pediatric health systems, recognized for delivering world-class care to children and families. Today, the system is a \$3.2 billion not-for-profit organization that includes a nationally recognized medical center (Cook Children's Medical Center), physician network, surgery center, home health agency, health plan, health services company, and foundation. Over the past decade, the system has experienced substantial growth and is in the initial steps of a 10-year expansion plan, investing \$1.25 billion in expansion and adding one million square feet of pediatric care space. Cook Children's is well-resourced in a fast-growing market and is positioned to continue its evolution as a leading pediatric healthcare system. The organization is performing exceptionally well financially with a strong balance sheet and positive margins.

The incredibly strong culture at Cook Children's makes the organization unique. Employees who work at Cook Children's align with a style that embraces the supportive and collaborative environment. It is widely recognized as a great place to work with a strong sense of trust and purpose. The foundation of Cook Children's culture is passion for and commitment to providing the highest quality of care for children and their families, and employees truly respect one another.

Cook Children's Medical Center is a four-time Magnet-designated hospital with 460 beds, offering advanced technology, surgery, research, rehabilitation, and specialty services. The system's newest Prosper campus includes 69 licensed beds and specialty clinics in the rapidly growing region of Collin County with further expansion plans underway. The system records about two million patient encounters annually and continues expanding access to both primary and specialty care across its service area.

Cook Children's has made significant impact on the community through its community outreach programs, such as the Center for Community Health and Neighborhood Clinics, focusing on addressing key health issues and continuing to provide comprehensive care for children. Cook Children's also partners with over 240 organizations to enhance the safety and health of at-risk children in their eight-county region. The commitment to community health is evidence in data-driven programs and resources provided to empower families and communities.



For more information, visit www.cookchildrens.org/

Position Summary

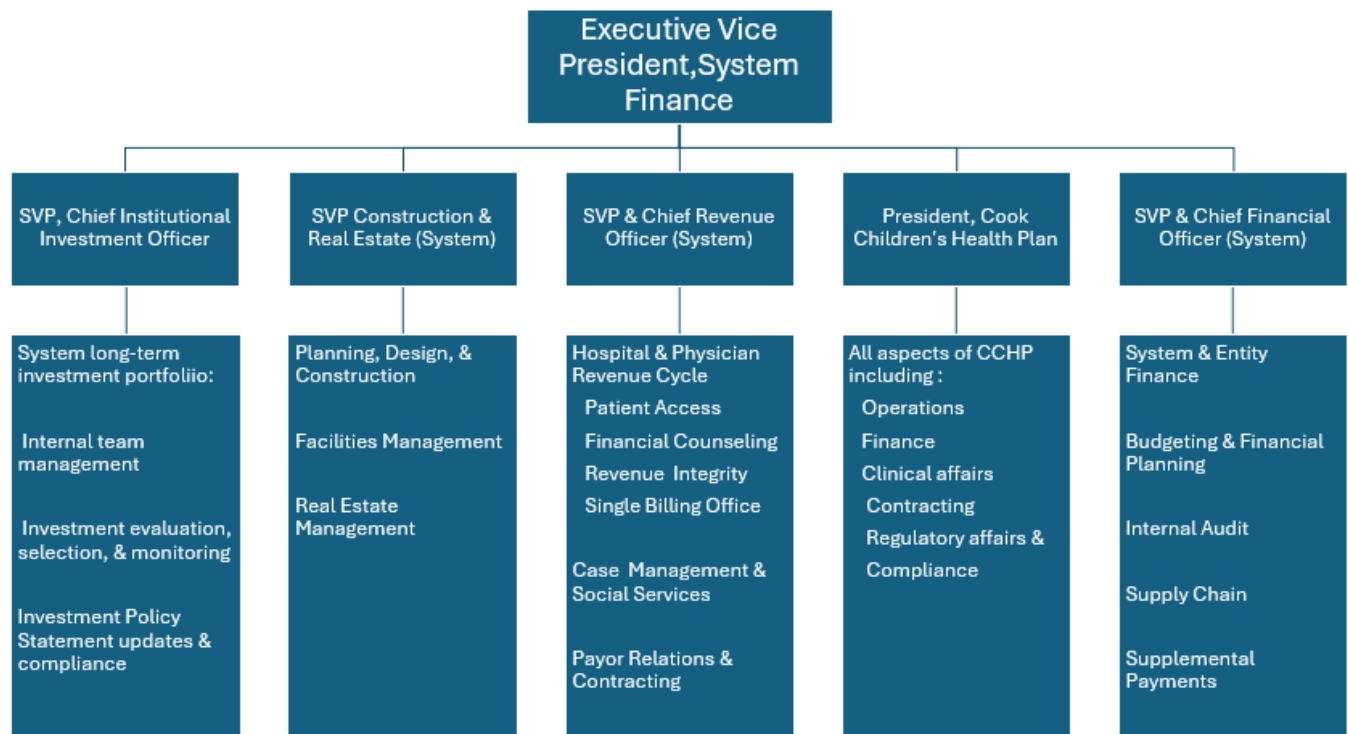
Job Summary and Reporting Relationships

The EVP, System Finance reports directly to the President & CEO and is a senior member of the System's executive team with shared accountability for the success of the organization. The EVP is responsible to provide expert counsel to the President & CEO, the Board of Trustees, and System leadership and direct the System's financial affairs in a manner that delivers financial outcomes that ensure the System's short- and long-term fiscal viability. This position is responsible for the System's financial management activities including accounting, financial reporting, financial analytics and projections, payroll, accounts payable, tax services, budgeting, supply chain, revenue cycle, payer relations and contracting, treasury services, internal audit, and other financial activities. The EVP directly oversees System Finance, Construction & Real Estate, the Cook Children's Health Plan, Institutional Investments, and the Revenue Cycle.

The EVP is expected to demonstrate superior leadership, support of the System's mission and vision, cultivation of high-performing teams, development and maintenance of cooperative and collaborative interdepartmental, and external relationships.

The EVP has wide authority to accomplish goals, is a thought leader and strategic partner who relies on experience, judgement, and collaboration with leadership to strengthen CCHCS and enhance outcomes.

The position's organization chart is provided here, and a full job description is available upon request.



First-Year Priorities

The following priorities have been identified as a focus for this position, particularly in the first year of employment:

- Interact routinely with and observe the President & CEO to understand his vision, style, preferences, goals and objectives. Ask him what his expectations are regarding your role and how to best deliver value to him and the System. Gain his confidence and trust.
- Spend time with the outgoing EVP to the extent possible and reach out at any time as needed for information, background, process, etc.
- Meet frequently with your team of direct reports to gain an understanding of the scope of their areas of responsibility, their priorities, their perception of what is working well and where opportunities for improvement exist, and what resources are necessary to make improvements, and how you can best support them in achieving their goals and objectives. Take the opportunity during these meetings to gain their trust and to establish an effective working relationship and to also assess their strengths and weaknesses.
- Interact routinely with the executive leadership team both individually and in normal routine group activities. Establish a good working relationship with each and request their perception of your areas of responsibility and suggestions as to opportunities for improvement. Demonstrate openness and responsiveness to develop credibility.
- Use the first couple of months to absorb all aspects of Cook Children's including its history, culture, organizational structure, decision making, financials, strategic priorities, and market dynamics. Also use this time to get to know the Board members, learn how the various Boards and Board committees operate, and identify opportunities to improve the effectiveness of financial reports and related updates provided to these bodies.
- Based upon learnings from the actions above, develop an action plan and timeline to effectuate change for the benefit of the System and to improve the performance of your areas of responsibility. Present the plan to the CEO for discussion and approval and initiate implementation in the second half of the year of employment. Effectively communicate the plan and timeline to executive leadership and provide updates on progress related to implementation of the plan.

The Community

Fort Worth, Texas

With a population of just over 1,000,000, Fort Worth is the 11th largest city in the United States and the fourth-largest city in the state of Texas. The city is located in North Texas and is the county seat of Tarrant County, covering nearly 350 square miles in three counties: Johnson, Parker, and Wise. The city is part of the Dallas–Fort Worth–Arlington metropolitan area (the "DFW Metroplex"), which itself is the fourth most populous metropolitan area in the United States.



The city's many universities include [Texas Christian University](#), [Texas Wesleyan University](#), [The University of North Texas Health Science Center at Fort Worth](#), and [Texas A&M University School of Law](#). It is also home to many multinational corporations, including American Airlines and Lockheed Martin.

Building on its Frontier Western heritage and a history of strong local arts patronage, Fort Worth promotes itself as the "City of Cowboys and Culture." Fort Worth has the world's first and largest indoor rodeo, a robust local arts scene, and world-class art museums.

The city is also great for an outdoor lifestyle. Fort Worth has over 200 parks and is home to the [Fort Worth Botanic Garden](#). For those interested in hiking, birding, or canoeing, [the Fort Worth Nature Center and Refuge](#) in northwest Fort Worth is a 3,621-acre preserved natural area which was designated by the Department of the Interior as a National Natural Landmark Site in 1980. The [Fort Worth Zoo](#) has been named one of the top 10 zoos in the United States by *USA Today* and a top zoo in the nation by *Family Life* magazine.

While much of Fort Worth's sports attention is focused on the Metroplex's professional sports teams, the city has its own athletic identity. The TCU Horned Frogs compete in NCAA Division I athletics: the football team is consistently ranked in the top 25, and the baseball team has competed in five of the last six NCAA tournaments. Texas Wesleyan University competes in the NAIA and has earned national recognition, winning NAIA Division I Men's Basketball Championships and multiple National Collegiate Table Tennis Association coed team titles. In April 2025, Fort Worth hosted the NCAA Women's Gymnastics Championships—one of the most prestigious events in collegiate women's athletics. The city is also home to the NCAA football Bell Helicopter Armed Forces Bowl and supports two minor-league professional sports teams, further enriching its diverse sports landscape.

For additional information, consult the following websites:

www.fortworth.com
www.sundancesquare.com
www.tarrantcounty.com

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