



Chief Financial Officer

Leadership Profile

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WittKieffer

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The Opportunity

Self Regional Healthcare (Self Regional) seeks an experienced, strategic financial executive to serve as the organization's next Chief Financial Officer (CFO). This is an exciting opportunity to serve as the lead financial executive for a growing independent health system focused on improving access and providing innovative, high quality care to its community.

Based in Greenwood, South Carolina, Self Regional is comprised of its flagship facility, Self Regional Medical Center; two critical access hospitals; and a recently acquired skilled nursing facility. The health system serves a seven-county service area with more than a quarter of a million people in the Lakelands region of upstate South Carolina. Self Regional employs more than 3,000 staff members and has revenues of \$650 million. With the recent growth of its physician network and geographical footprint, Self Regional is an organization poised for growth and seeks to be the best place to get care, best place to give care, and financially strong.

Reporting directly to the President and CEO of Self Regional, Matt Logan, M.D., the CFO will be directly responsible for the financial operations and success of the health system. The CFO has oversight of areas such as finance, accounting, treasury, reimbursement, and payor contracting. As a key member of the senior leadership team, the CFO will provide counsel and report to senior leaders and the board on Self Regional's financial performance. This executive will play a key role in developing the health system's short- and long-term strategic goals and priorities. Key priorities for the CFO will include maximizing opportunities to grow revenue, identifying and implementing cost savings opportunities to ensure long term financial stability, developing and managing budgets, and active participation in organizational strategic planning and decision-making processes.

The CFO must be a hands-on, operational leader able to proactively identify opportunities for cost containment and revenue generation. The CFO will be charged with completing a thorough assessment of Self Regional's financial position and infrastructure. This executive will be a solutions-oriented leader able to implement and improve policies and procedures within finance such as revenue cycle and reimbursement. The CFO will drive change across the health system seeking out greater efficiencies and improvements in operations to achieve the health system's strategic goals and priorities.

The next CFO will be a strategic, innovative leader with a proven track record of leading high-performing, service-oriented organizations. The CFO will be a collaborative, decisive leader able to contribute broadly across all levels of the health system. The CFO will need to be equally comfortable presenting to the Board of Directors, senior leadership, providers, and medical staff. Providing balance between strategic and operational finance will be critical to the future success of this executive. The CFO will be politically astute with experience reducing costs and growing revenue. The CFO must be a results-oriented, system thinker able to streamline financial operations across the system. Candidates should have a minimum of ten years of progressive financial leadership experience within a health system or hospital.

Organization Overview

Self Regional Healthcare was originally formed through the generosity of local businessman and philanthropist, James C. Self Sr. as a memorial to his father and brother, who both were physicians, and exemplifies the strong community ties Self Regional is built on today. Today, Self Regional is an independent, not-for-profit health system with over 3500 team members and three hospitals in serving the Lakelands Region of South Carolina, a seven county area home to a population of more than 300,000 residents. The system is a \$650 Million net revenue operation. At the heart of the system is the 358-bed flagship, Level III Trauma Center, Self Regional Medical Center. The medical center earned a Leapfrog grade of A in both the fall of 2023 and spring of 2024 and has long been known for providing quality healthcare in the region. Edgefield County Healthcare is a critical access hospital located 35 miles southeast of a Greenwood in Edgefield, SC. It was named a Top 20 Critical Access Hospital of 2022 by the National Rural Health Association. In 2023, Abbeville Area Medical Center signed a Member Substitution Agreement to join Self Regional Healthcare formally and serve as a key point of access to the western portion of the service area approaching the South Carolina-Georgia state line.

Self Regional also has a growing medical group, Self Medical Group, home to over 220 employed physicians. The organization has built a network of primary care across the service area with 19 locations. Urgent care facilities have been established in Greenwood and Laurens to further increase access. Self Regional also provides a wide array of specialty services which include cancer care, cardiology, wound care, obstetrics and gynecology, neurosurgery, orthopedics, cardiothoracic surgery, general surgery, pediatrics, women's health, and others. Additionally, Self Regional has been an EPIC shop since 2015 and has the ability to exchange health information readily with other regional health systems in South Carolina.

Mission

Our hearts, hands and minds are leading our communities to better health.

Vision

The care, experience and value we provide will be superior for all the communities we are entrusted to serve.

Purpose

Always create the best experience.

Self Regional Healthcare Recent Awards and Recognition

2020

- American Heart Association Get With The Guidelines® Stroke Gold Plus Quality Achievement Award and Target: Stroke Honor Roll
- DNV Re-accreditation for Primary Stroke Center
- Gallup Great Workplace Award (13-Time Winner)

2021

- SRH Imaging Center designated an ACR Breast Imaging Center of Excellence
- ECH Named Top Critical Access Hospital

2022

- SRH Nationally recognized with an A Leapfrog Hospital Safety rating
- 2022 Zero Harm awards for CLABSI, Pressure Injury, and SSI Knee, Hip and Abdominal Hysterectomy
- Blue Cross Blue Shield Distinction for Cardiac Care, Spine, and Knee/Hip Replacement
- Vascular Quality Initiative Quality Rating of 3 stars for 2022

2023

- American Heart Association Gold Plus and Elite stroke Honor Roll recognition in Get with the Guidelines Stroke Program-2023 *also received 10-year recognition for 10 or more consecutive years of gold plus achievement.
- American College of Cardiology 2023 Chest Pain-MI Registry Platinum Performance Achievement Award
- DNV and ISO certified Hospital Accreditation for 2023
- DNV Primary Stroke Center Accreditation for 2023
- American College of Cardiology Chest Pain Center Accreditation for 2023
- American College of Surgeons Trauma Level III Accreditation for 2023
- Society of Thoracic Surgeons 2-star rating for CABG and Valve Replacement
- SRH Family Residency Program Scores Ranked Among Top 5 in Nation

Key Financial Data

Financial Data	FYE 2023	FYE 2024 (through March 24)
Revenue		
Net Patient Revenue	539,732,419	315,894,000
Other Revenue	7,471,863	7,367,000
Total Revenue	547,204,282	323,261,000
Expenses		
Salary and Benefits	254,526,323	175,778,000
Supplies, Pro Fees & Other	265,838,464	128,729,000
Depreciation & Amortization	29,410,191	15,317,000
Total Operating Expenses	549,774,978	319,824,000
Net Income on Operations	(2,570,693)	3,437,000
Operating Data		
Patient Beds (Licensed/Operating)	358/250 SRH	358/250 SRH
Average Daily Census	152 SRH	143 SRH
Patient Days	55,338 SRH	25,969 SRH
ALOS (Medicare/Hospital Wide)	5.48 hospital wide	4.83 hospital wide
Births	1,143	529
Total Surgeries	10,811	5,586
Outpatient Visits (non-ER)		

ER Visits	53,245	27,443
Total FTEs	2,733	2,867
Case Mix Index (all patients)	1.5616	1.5772
FTEs/AOB	5.0 SRH	5.6 SRH
Other Data		
Payer Mix		
Medicare Traditional & Managed	57.6%	57.3%
Medicaid Traditional & Managed	10.9%	9.8%
Commercial/Other Managed Care	24.7%	27.1%
Self-Pay	5.8%	4.9%
Percentage IP Business (gross rev)	32.3%	31.6%
Percentage OP Business (gross rev)	67.7%	68.4%
Balance Sheet		
Long-Term Debt	113,290,772	121,143,497
Days Cash on Hand	403.7	393.2
Net Days in AR	39.5	42.8
Bond Rating	A1	

Position Summary

The Chief Financial Officer provides leadership, direction, coordination, and administration to the organization as a member of the Self Regional Healthcare Senior Administration Team. The CFO is responsible for the financial operations and fiscal management aspects of Self Regional Healthcare and all its affiliates. The CFO will carry-out their duties by adhering to the highest standards of ethical and moral conduct, acts in the best interest of Self Regional Healthcare and fully supports the mission, vision, and values of Self Regional Healthcare.

The CFO will have extensive interaction with the Self Regional Healthcare senior administration team, organizational leadership, and the Board of Trustees with respect to finance and accounting issues. They consistently will promote Self Regional Healthcare's corporate culture in all interactions and coaches and develops team members to foster a spirit of collaboration, diversity of thought, and unity to serve their patients, team members and the communities served by Self Regional Healthcare.

Reporting Relationships

The Chief Financial Officer will report to directly to the Chief Executive Officer, Matt Logan, MD. Direct reports of the CFO include the following:

- Assistant Vice President and Controller (includes Accounting, Revenue Cycle, Central Billing, Patient Financial Services)

Positions that historically reported to the CFO and may continue to do so depending on experience include the following:

- Assistant Vice President and Chief Information Officer (includes IT, Supply Chain, Urgent Care and Virtual Services)
- Assistant Vice President and Chief Medical Revenue Officer (includes Case Management, Accountable Care and a nursing and rehabilitation center)

Responsibilities

The successful Chief Financial Officer candidate will:

- Administer the general accounting, patient business services, including third-party reimbursement, financial, and statistical reporting functions of the healthcare system in accordance with established policies and accounting procedures.
- Provide formal or informal direction in data processing, distributed systems, material management and medical records functions.
- Train direct reports and monitor performance to ensure fiscal responsibilities are fulfilled.
- Assist the CEO in the development of long and short-range healthcare system financial and operational plans that may include service demand analyses, resources availability analyses and cost benefit analyses of proposed capital and staff expansions.
- Develop long and short-range operational and capital budgets, which are supported by the healthcare system's long and short-range plans and objectives.
- Prepare cash flow analyses and budget variance analyses.

- Recommend budget modifications as required. Assists managers in the development of departmental budgets.
- Monitor, interpret, and analyze financial performance in realizing established plans and objectives of the healthcare system.
- Identify and report undesirable trends and potential business opportunities and makes recommendations for action.
- Direct the preparation of internal financial reports including work papers for annual financial audit.
- Assure the timely and accurate preparation of financial reports and assures that the reports reliably reflect the financial position of the healthcare system.
- Assume a lead role in analyzing and exploring means of reducing healthcare system operating costs and increasing revenues based on knowledge of market trends, financial reports and operating procedures.
- Responsible for direction and submission on a timely basis of all financial data associated reports required by government and other regulated agencies including payroll tax reports, public disclosure reports and third-party payor cost reports.
- Evaluate the performance, skills and competencies of direct reports and develops actions to address any gaps in performance and competency. Recruits talented staff members based on organizational needs.

Goals and Objectives

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

- Establish personal and professional credibility, gain respect and build trust with senior leadership, peers and their teams. The executive will be a collaborative and visible member of the leadership team. The CFO must be able to adapt to and champion the mission and values of Self Regional.
- Set a tone of leadership in areas of responsibility that is collaborative in nature, focuses on analytical decision-making and emphasizes individual and collective accountability for the financial integrity and strength of the organization. The CFO will provide focus and guide timely decision-making objectives.
- Understand quickly and embrace the strategic goals and priorities of Self Regional. Build upon a metrics-driven approach to financial business planning and review all current financial and business processes, with the goal of maximizing performance improvement.
- Develop an effective relationship with the Board of Directors and Finance Committee of the Board. It is critical that the CFO be known as someone who shares financial information in a transparent, succinct and accurate manner.
- Conduct a thorough ongoing analysis of the financial health of Self Regional, assess threats, maintain transparency in risk and continually advise leadership on the most effective ways to stabilize financial operations across the health system.
- Maintain a strong and cohesive financial team with a customer-focused and value-added culture throughout the department, based on teamwork, mutual respect, and be seen as a trusted advisor and support on strategic, financial and operational performance.
- Assist the CEO and senior leadership team in the development of long and short-range healthcare system financial and operational plans.
- Develop financial strategies that will support profitable growth, including continued expansion of programs and services. Provide leadership in the organization's continued financial stewardship efforts and improve operational efficiencies.
- Establish oneself as a mentor/coach for the finance team, serving as a resource and advocate to them in helping to promote their development in a way that builds a high performing team, held accountable for performance.

Candidate Qualifications

Education/Certification

- Bachelor's degree in Accounting, Finance or related field required; MBA and/or CPA preferred

Knowledge and Work Experience

- Ten (10) or more years of progressive healthcare financial leadership experience. Experience within an integrated and/or independent health system or hospital is a plus.
- Experience in the areas of finance, accounting, managed care contracting, information systems, treasury, revenue cycle operations, business operations, strategic planning and board presentations.
- Credibility to forge strong partnerships with senior leaders across a health system. The executive must be comfortable working at all levels of a system, from visibility with frontline staff, and presenting to the Board of Directors. The CFO will have the ability to interact and build strong relationships at all levels of the organization.
- A proven track record of leading projects and teams as well as excellent project management skills and experience managing multiple priorities.
- Healthy respect of health care legislation, regulatory standards and the impact of industry trends affecting health care systems.
- A proven ability to make decisions and a demonstrated capability to work side by side with the board, CEO, and leadership team to successfully implement those decisions within a highly complex organization.
- A solid record of accomplishment in hiring, developing, coaching, and promoting staff. This executive will be a strategic leader with demonstrated ability to develop and lead high-performing teams in a visible and collaborative manner.
- Experience with the bond markets, treasury, rating agencies, and banking is ideal.
- Experience with 340B is a plus.
- Experience with critical access hospitals is a plus.

Leadership Skills and Competencies

- A leader with a passion for excellence and believes in exceptional patient care and service to the community.
- 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.
- A hands-on leader who is willing to roll up their sleeves and do the work when required.
- An adaptable leader who is comfortable with ambiguity and leads through influence. 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.
- A highly effective spokesperson who 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.
- A leader with a commitment to visibility within the organization and community.

The Community

Greenwood, South Carolina

Nestled in the heart of the Palmetto State, Greenwood, South Carolina, is a charming town that combines Southern hospitality with natural beauty. Centrally located between Charleston, Charlotte, and Atlanta, Greenwood is a gem in a growing state and affords a lifestyle many across the nation are beginning to covet more and more, a tight-knit community possessing natural beauty and Southern charm with an inviting, intimate people and family-first environment away from the everyday hustle of major metropolitan area. Greenwood also has a deep history as a community, for reference, Greenwood Post Office is one of the oldest post offices in the country, having been in operation since 1837.

Population and Community

Greenwood County has a population of approximately 70,000 residents. Along with its size, neighbors know each other by name, and community events foster a sense of togetherness. The community has been experiencing an expanding economy since 2000, mostly centered around manufacturing and retail trade business. Residents and visitors alike have enjoyed a growing list of attractions, including local festivals, museums, and theaters. A few are listed below.

Attractions and Points of Interest

- **Lake Greenwood** is a beautiful resource for endless adventures and family fun. Boating, swimming, skiing, fishing—all the traditional water activities are in play at Lake Greenwood. Live music, nearby restaurants with casual waterfront dining, and July 4th fireworks. Fishermen flock there for catfish, bass, and crappie, and fishing tournaments are a frequent event. Lake Greenwood State Park provides both water access and camping facilities.
- **The Museum and Railroad Historical Center** is a place where enthusiasts can appreciate a beautifully restored collection of rail cars and locomotives from years past and learn more about Greenwood's rich history.
- **Lander University** has been a mainstay for higher education, culture, and opportunities in the Greenwood community since opening its doors in 1872.
- **The Arts Center of Greenwood** enriches the community through visual and performing arts and offers exhibitions, workshops, and performances for residents to immerse themselves in new experiences.
- Since 2000, the **South Carolina Festival of Discovery** has invited those from all over to celebrate the history, culture, food, arts, and music of the region in a family-friendly event complete with a barbeque cookoff.
- Named after the prominent civil rights leader, the **Benjamin E. Mays Historical Preservation Site**, this museum gives a peak into an influential leader's life and storied legacy. It is a must-visit activity in the realm of African American history.
- **Greenwood Community Theatre** is a local theater and a great way to catch a play. It is also an immersive setting to support local talent and enjoy live entertainment.
- **Uptown Market** is a bustling market hosting farmers' markets, concerts, and craft fairs. The kids can also have fun nearby as the adjacent splash pad is a hotspot on warm summer days.
- **25 Drive-In Theater** is a hit of nostalgia and a perfect throwback date night activity as the double features are still a hit throughout the region.

Greenwood has a little something for everybody between its charming community, historical sites, and cultural offerings. The town earns its keep as a hidden gem in the region, but invites folks from all over to discover its unique blend of tradition and modernity.

For more information, please visit: <https://discovergreenwood.com/>

Procedure for Candidacy

Please direct all applications, nominations and inquiries to the WittKieffer consultants supporting this search, Keshia Harris through the office of Trey Wilson via email to twilson@wittkieffer.com. Application materials and inquiries can also be submitted through [WittKieffer's Candidate Portal](#).

Self Regional Healthcare values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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