



## Chief Financial Officer, Urgent Care Division

Leadership Profile

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A decorative graphic consisting of numerous overlapping, light blue, curved lines that flow from the left side of the page towards the right, creating a sense of movement and depth. These lines are layered over a dark teal rectangular area at the bottom of the page.

**WittKieffer**

## The Opportunity

HCA Healthcare seeks a strategic and collaborative executive leader to serve as its next Chief Financial Officer (CFO), Urgent Care Division. This is a unique opportunity to join one of the most influential and innovative healthcare organizations in the United States. This vital role will be entrusted with the leadership and overall financial operations of the Urgent Care Service Line.

Based in Nashville, TN, HCA is one of the nation's largest and most respected healthcare providers in the United States. Ranked 66<sup>th</sup> among Fortune 500 companies, HCA is comprised of over 294,000 employees and 139,000 active providers across 20 states and the United Kingdom. HCA's Physician Services Group manages more than 2,300 outpatient sites and oversees 320 resident and fellowship programs, while the Urgent Care Division is comprised of 1,150 providers and 340+ clinic locations across 25 markets. HCA Urgent Care Division is one of the fastest growing segments within the organization.

Reporting to the Urgent Care Division President, the CFO will be responsible for the group's accounting and financial reporting functions, influence related profitability strategy, executing business growth and expansion, procurement, insurance, and payer engagement strategies. The CFO is operationally oriented and will oversee the development of long-term financial plans and strategies as well as maintain active involvement in development and M&A activities.

The individual in this role will provide leadership to the Urgent Care team and will have a highly collaborative relationship with executive members of the Urgent Care Division and Physician Services Group. The CFO is directly responsible for development of strategic plans to include in-depth analyses and capital and staff expansions.

The CFO is a critical leader for the organization and will be an individual who leads by example, demonstrating superb communication and active listening skills, establishing trust and common ground with a variety of stakeholders, and effectively influencing others, rather than relying on authority. The CFO will be a values-driven leader who inspires others with strong emotional intelligence and social skills, including a demonstrated ability to connect with individuals in an authentic, meaningful way.

## Organization Overview

HCA is one of the largest and most respected healthcare providers in the United States. Ranked 66<sup>th</sup> among Fortune 500 companies, HCA is comprised of locally managed facilities that include 182 hospitals and 119 freestanding surgery centers located in 20 states in the United States and the United Kingdom. These facilities account for more than 37 million patient encounters each year and more than eight million emergency room visits.

HCA Healthcare is one of the nation's leading providers of healthcare and includes approximately 2,300 sites of care including surgery centers, freestanding ERs, urgent care centers and physician clinics. Founded by physicians in 1968, Nashville-based HCA Healthcare created a new model for hospital care in the United States. Sam Hazen is the company's Chief Executive Officer.

HCA's affiliate hospitals are consistently recognized as Top 100 hospitals and receive outstanding ratings from the Joint Commission on Accreditation of Healthcare Organizations—there are 182 HCA hospitals on The Joint Commission's list of Top Performers on Key Quality Measures. HCA facilities often receive 5-star ratings from Healthgrades, Inc. and recognition from the Leapfrog Group for Patient Safety.

HCA is also one of the most highly regarded employers in the industry, priding itself on exceptionally high standards for its 294,000-plus employees, including more than 45,000 active physicians and 93,000 nurses. It has been named one of the world's most ethical companies 13 consecutive years and provides billions in capital expenditures and uncompensated care annually for the communities it serves.

## Mission and Values

HCA's corporate mission and values statements set the tone for its excellence:

*Above all else, we are committed to the care and improvement of human life. In pursuit of our mission, we stand by the following value statements:*

- *We recognize and affirm the unique and intrinsic worth of each individual.*
- *We treat all those we serve with compassion and kindness.*
- *We trust our colleagues as valuable members of our healthcare team and pledge to treat one another with loyalty, respect, and dignity.*
- *We act with absolute honesty, integrity, and fairness in the way we conduct our business and the way we live our lives.*

## Physician Services

HCA Healthcare Physician Services Group is focused on implementing innovative, value-added solutions that help physicians deliver high-quality, patient-centered healthcare that supports HCA Healthcare's commitment to the care and improvement of human life. HCA Healthcare Physician Services Group is the expert in physician employment, practice and urgent care operations, hospitalist integration, and graduate medical education. In addition to managing more than 18.2 million patient encounters, 1,500 physician practices and 300+ urgent care centers, Physician Services Group is HCA Healthcare's graduate medical education leader, providing oversight for more than 320 exceptional GME programs. HCA focuses on implementing innovative, value-added solutions that help physicians deliver high-quality, patient-centered healthcare to the communities they serve.

## Urgent Care

Urgent Care Services provides convenient, quality and cost-effective care. HCA Healthcare's urgent care footprint is expanding across the nation in key markets. As one of the nation's largest providers of urgent care, HCA Healthcare Urgent Care leverages **HCA Healthcare's scale** to provide patients with the latest evidence-based care complemented by technology that makes **convenience** not only possible but expected in every urgent care center.

Led by the MD Now brand in Florida and the CareNow brand in all other markets, HCA Healthcare's urgent care centers are primarily **physician-led and mid-level provider supported**, which results in consistently exceptional patient experiences and outcomes.

## Position Summary

Under a combination of administrative and executive direction, the Urgent Care Division CFO leads and directs the overall financial operation of the Urgent Care Service Line consistent with policies and objectives established by Physician Service Group and HCA Healthcare leadership. The Urgent Care Division CFO will direct the service lines accounting and financial reporting functions, influence related strategy to enhance profitability, and will execute on business objectives including service line's growth and expansion strategy, procurement, insurance, and payer engagement strategies. The CFO is operationally oriented and oversees the development of long-term financial plans and strategies as well as being involved in development / M&A activities. Working as a senior leader for the organization, this position plays a critical communication and leadership role within the company and must represent the company with integrity, a passion for patient care, and a mentoring mindset to fellow colleagues.

## Reporting Relationships

The Urgent Care CFO reports to the Urgent Care Division President with indirect reporting responsibilities to the Physician Services Group CFO on financial matters. The CFO also collaborates with HCA hospital divisions and other lines of business leadership to ensure good communication and proper execution of all initiatives. Reporting into the CFO will be a team of controllers and analysts spread across their specific markets and responsibilities.

## Responsibilities

The successful CFO, Urgent Care Division candidate will:

- Provide overall financial leadership and direction for the Urgent Care Service line in the Physician Services Group which includes 300 clinics in 25 markets.
- Build and manage the financial infrastructure for the Urgent Care Service Line of the Physician Services Group in support of a rapidly expanding line of business within HCA, in an industry experiencing both significant growth and consolidation. Direct reports include controller infrastructure with dotted line reports of division/market controllers.
- Act as the Service Line's primary financial spokesperson and oversee all strategic and tactical matters as they relate to budget management, cost analysis, and P&L forecasting.
- Oversee and provide strategic direction to shared services platforms that support urgent care operations such as Information technology and revenue cycle management teams.
- Work with other senior leaders such as HR, support services, etc., to support labor management and growth initiatives.
- Collaborate with the Urgent Care Division President and the Physician Services Group CFO in development of long and short-range urgent care strategic plans, including service demand analyses, resources availability analyses, and cost benefit analyses of proposed capital and staff expansions.
- Lead development of service line and market level budgets.
- Institutionalize/reinforce a metrics-based culture, transparency and business clarity across all functions of the service line, benchmarking operational and financial systems "best practices" while developing and implementing systems and procedures that support the execution thereof.

- Monitor, interpret, and analyze financial performance in realizing established plans and objectives for all urgent care operations.
- Prepare and present monthly operating review documents to hospital, division, PSG, and corporate leadership as necessary.
- Direct the preparation of all financial analytics for all urgent care markets and centers that reliably reflects the financial position of the service line.
- Collaborate and provide strategic direction to payer contracting and alignment teams that negotiate urgent care payer agreements.
- Build strategic alliances internally and outside the organization to create business opportunities and execute business strategies. Key stakeholders include PSG CFO, Division CFOs and Controllers.
- Identify and report undesirable trends and potential business opportunities and make recommendations for action to Urgent Care leadership.
- Analyze and explore means of reducing operating costs and increasing revenues based on knowledge of market trends, financial reports, and operating procedures.
- Train field financial staff in raising awareness and knowledge of financial matters, policies, and procedures with operations staff.
- Ensure business continuity.
- Understand and evaluate the changing impact of regulatory climate including health care reform legislation and HIPAA, as it pertains to the urgent care sector.
- Build a competitively superior organization by attracting, developing, and retaining talent to ensure that people with the right skills and motivations are in the right places at the right time to meet business needs.
- Clearly communicate HCA and HCA Healthcare Urgent Care mission and values.
- Build strong employee engagement and improve staff retention.
- Ensure synergies among people, process, and strategies to drive execution of business objectives.
- Develop an organizational culture that leads to ongoing excellence and effective growth of the business while maintaining the highest integrity.

## Goals and Objectives

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

- Commitment to continuing to execute and grow HCA's Urgent Care Service Line presence.
- Ensure the mission and values of the organization are well articulated and supported.
- Continue contributing to the significant growth and quality of urgent care services.
- Provide infrastructure to support additional locations.
- Interact effectively with division and hospital leaders in acute care.
- Provide leadership on clinical strategic direction of urgent care services.
- Provide leadership and direction for the urgent care service line.
- Analyze potential de novo or acquisition growth strategies.

# Candidate Qualifications

## Education/Certification

- Bachelor's degree in appropriate financial field.
- CPA preferred.
- Advanced degree or certification in health administration or business management is highly desirable.
- Seven years practice/healthcare financial senior management experience.
- Experience in urgent care or ambulatory care setting is preferred.

## Knowledge and Work Experience

- The Urgent Care CFO must possess a current knowledge of Generally Accepted Accounting Principles, state and federal guidelines, regulations, and standards. The CFO must be comfortable with all accounting functions including healthcare revenue recognition; multi-entity consolidations; balance sheet reconciliations; month and year-end closings; weekly, monthly, and annual budgeting and forecasting; payroll; center level daily matrix reports, etc. The CFO must demonstrate expertise in negotiation, strategic planning, leading change and possess strong communication skills, business and financial acumen, negotiation skills and exhibit a focus on the patient experience.
- The Urgent Care CFO must be highly skilled in building relationships with employees, providers, payers, and the community in urgent care markets. Serve as a senior mentor to the service line leadership team and finance team members. Work to build organizational talent through talent assessment and leadership development.
- The CFO must possess the highest degree of integrity, trust, and commitment to the mission and values of HCA and PSG.

## Leadership Skills and Competencies

**Collaboration and Influence:** Build strong and enduring relationships across the organization and facilitate collaborations, transparent communication, and alignment between diverse constituents. The CFO must have the ability to move seamlessly between various stakeholders, gaining support for key initiatives. The executive will accomplish this by:

- Negotiating with a genuine give-and-take approach, where parties act as true peers and decisions are shared.
- Spending time identifying all stakeholders necessary and meeting or connecting with all of them, neglecting no one, to shape a collective consensus.
- Identifying opportunities to build relationships that will help others achieve their objectives and reaching out to those people or new people.



**Drive Results:** Ensure the patient/customer perspective is the driving force behind business decisions and activities. Makes patient, caregiver, and guest/family safety a personal priority. Creates and promotes a just culture that encourages reporting of errors and near misses; stands up for those who speak up for safety. Applies improvement methods to improve the patient experience of care, the health of populations, and reduce the per capita cost of health care. Knows how to get things done in the organization; successfully mobilizes people, processes, culture, and technology. Effectively navigates relationships and organizational politics within a matrixed organization.

**Inspirational Leader:** Inspires the organization around its common mission and values while also celebrating its distinctive heritages. Weaves social accountability, community orientation, and stewardship principles into sound business practices. Promotes an environment of hope, healing, and hospitality with words and actions. Demonstrates emotionally intelligent leadership and interactions. Courageously communicates and inspires an ever evolving and changing organization. Is action-oriented; consciously and effectively urge others toward the goal.

**People Focused:** Clearly sets direction and expectations for direct reports and holds them accountable for results. Provides feedback and coaching to both good-performers and under-performers. Is aware of caregiver's career goals and provides developmental coaching to support. Conscientiously builds a diverse talent pipeline of highly capable employees. Demonstrates the value of diversity and inclusion in leadership efforts. Works effectively with various groups of people, team, and organizational functions. Gains win-win agreements and settles disputes across the organization. Leads change with confidence and calm; motivating others to engage when appropriate. Adjusts personal leadership/communication style to influence with respect. Creates a climate of trust where people are engaged, committed, and motivated to do their best. Fosters a learning environment for employees; expressing confidence in their ability to excel, maintaining their self-esteem, empathizing, involving them, and disclosing own position.

**Thought Leader:** Knowledgeable about current business and healthcare practices. Capable of critical operational and financial analytics. Leverages best business practices to solve problems. Integrates multiple business and societal perspectives when constructing strategies. Leverages strategies that grow and develop the organization. Contributes successfully to community wellness and population health issues. Stays on top of emerging business and healthcare trends. Thinks innovatively and facilitates creativity in others. Is mentally agile; "thinks well on their feet." Introduces break-through thinking, enabling new mental models to emerge.

# The Community

## Nashville, Tennessee



Nashville, known for its vibrant music scene, is one of the fastest growing areas in the nation. Nashville offers a wide variety of entertainment and living options, to go along with a reasonable cost of living and moderate climate. Surrounded by rolling hills and offering pleasant seasonality, Nashville is a destination for tourists and for businesses alike. There are a variety of family friendly communities in and around Nashville. Many of these communities offer award winning public and private school choices. While Nashville has long been known for its expansive music scene, the talent and creativity of its culinary scene has recently put Nashville on the map. Food & Wine highlighted the "booming Music City food scene," Food Arts Magazine noted the "emerging culinary scene putting

Nashville on the gastronomic radar" and most recently, Condé Nast Traveler stated this about Music City: "There's enough going on food-wise to warrant a trip solely for eating". Nashville's creative spirit has certainly infiltrated into its kitchens, turning them into the chef's studio. From Southern fare to haute cuisine to quite literally everything in between, Nashville's palate offers it all.

Nashville's professional, college and club sports teams keep fans on the edge of their seats with excitement. Want to get in the action yourself? There are plenty of races, events, golf courses, trails and more to put you right in the middle of the action. Or maybe your kind of recreation is more like a spa or salon visit. Nashville has it all.

### Community Highlights

- Nashville has been ranked as a top five "Brain Magnet" for gains in people with college degrees and *Forbes* has ranked the city as a top ten "Best City for Finding Employment Right Now" and as a top twenty "Best Place for Business and Careers."
- The Gulch, an urban mixed-use neighborhood in downtown Nashville, is the first "Leadership in Energy and Environmental Design" (LEED) certified platinum neighborhood in America.
- The Nashville region is home to two of the top 100 K-12 public schools in America and the top school district in the state of Tennessee.
- Nashville is home to successful and well-respected NFL, NHL, and MLS franchises.
- The Nashville Symphony is recognized internationally; receiving 13 GRAMMY® nominations and six wins.
- *Rolling Stone* has ranked Nashville as the number one "live music scene in America."
- With a growing number of restaurants spread across the region that meet a variety of price points and culinary interests, Nashville has been named a top city for foodies by *Travel+Leisure*.

### More information about Nashville:

- [Visit Music City](#)
- [Nashville Chamber](#)
- [Best Places to Live](#)
- [Nashville.com](#)

## Procedure for Candidacy

Please direct all nominations, applications of interest, and inquiries to the WittKieffer consultants assisting HCA Healthcare with this recruitment via the [WittKieffer Candidate Portal](#). Other questions or concerns can be directed to Nelson Mann, FACHE, and Jimmy Vance, preferably via email at [jvance@wittkieffer.com](mailto:jvance@wittkieffer.com).

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*HCA Healthcare is dedicated to ensuring equitable access to high-quality care for our patients, fostering a diverse and inclusive workplace for our colleagues and cultivating and sustaining relationships with suppliers and community partners that broaden our reach and deepen our understanding in the communities we serve.*

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