



Assistant Vice President and Corporate Controller

Leadership Profile

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WittKieffer

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The Opportunity

Self Regional Healthcare (Self Regional) seeks a collaborative, results-oriented financial leader to serve as the health system's next Assistant Vice President and Corporate Controller (Controller). As this independent health system seeks to expand its footprint, this role offers the exciting opportunity to enhance the accessibility of cutting-edge care, adeptly steer financial operations, and influence the financial landscape of an organization deeply committed to healthcare excellence and the well-being of its community.

Self Regional, headquartered in Greenwood, South Carolina, comprises 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 over a quarter of a million people in the Lakelands region of upstate South Carolina. With more than 3,000 staff members and revenues of \$650 million, Self Regional is poised for growth with the recent expansion of its physician network and geographic reach. Self Regional is well-positioned for growth and aims to be the best place to get care, best place to give care, and financially strong.

Reporting to the Chief Financial Officer, the Controller will be directly responsible for managing the health system's general accounting, reimbursement, cost accounting, budget, chargemaster, and revenue cycle functions. As a key leader across Self Regional, the Controller must be a strong communicator with the ability to interact and build relationships with leaders across the health system as well as external stakeholders, such as external auditors. The Controller will work with operational leaders across the system to improve financial understanding and knowledge, resolve financial challenges, and promote a culture focused on continual process improvements. The Controller will ensure Self Regional has robust financial reporting and maintains accurate and detailed financial information. In addition, this leader will ensure the health system has a strong internal control environment, is compliant with applicable financial rules and regulations, and optimizes government reimbursement. The Controller will play a critical role in implementing systems and best practices that support Self Regional's mission and strategy. The successful candidate will support financial performance and profitability by responsibly stewarding the organization's finances and improving operational effectiveness. The Controller will partner closely with the health system CFO on key strategic priorities.

The ideal candidate will be an accomplished finance leader with a demonstrated track record of success within a hospital or health system. This individual will possess exceptional relationship and team building skills, and bring a systems approach to problem-solving and process improvement. This individual must possess strong written and verbal communications skills and be viewed by others as a collaborative leader able to engage others and deliver results. By working effectively with others, they will further identify efficiencies and innovative best practices for how finance supports the Self Regional vision and mission.

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 3,500 team members and three hospitals 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 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 can 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 three 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 Controller is accountable for managing financial reporting, budgeting, compliance, and regulatory functions, ensuring precision, efficiency, adequate internal controls, and transparency across Self Regional. This position will oversee general accounting, reimbursement, cost accounting, budget, chargemaster, and revenue cycle functions for Self Regional Healthcare and its affiliates (including the physician enterprise). This executive will lead the annual budget process, external audit, annual cost reporting, tax filings, and financial reporting. Additionally, the Controller will play a key role in Treasury functions and debt issuance.

This position will consistently collaborate with the Chief Financial Officer, the administrative team, and other team members, specifically focusing on financial performance, education, analytics, and organizational goals, while maintaining strong working relationships with departmental leaders and peers across the organization.

Reporting Relationships

The Controller will report directly to the Chief Financial Officer. Direct reports to the Controller include the following departments:

- Accounting and Payroll
- Revenue Cycle
- Central Billing
- Patient Financial Services

Responsibilities

The successful Corporate Controller candidate will:

Financial Reporting

- Oversee the preparation and analysis of monthly, quarterly, and annual financial statements per GAAP and regulatory requirements.
- Provide timely and accurate financial reports to executive leadership, board of directors, and external stakeholders.
- Implement and maintain robust internal controls to safeguard assets and ensure the integrity of financial information.

Budgeting and Forecasting

- Lead the development of annual operating budgets and long-term financial forecasts in collaboration with departmental leaders.
- Monitor budget performance and variance analysis, identifying areas for improvement and cost-saving opportunities.
- Work closely with operational teams to align financial plans with strategic objectives and organizational priorities.

Financial Planning and Analysis (FP&A)

- Conduct financial analyses to support decision-making processes, including profitability analysis, capital investment evaluations, and financial modeling.
- Provide insights and recommendations to senior management on key financial metrics, trends, and risks.

- Drive continuous improvement initiatives to enhance financial performance and operational efficiency.

Compliance and Regulatory Oversight

- Ensure compliance with federal, state, and local regulations governing healthcare finance, including Medicare/Medicaid reimbursement rules, HIPAA, and tax requirements.
- Coordinate audits and examinations conducted by regulatory agencies, external auditors, and third-party payers.
- Stay abreast of emerging regulatory changes and industry trends, implementing appropriate policies and procedures to mitigate risks.

Team Leadership and Development

- Manage and mentor a team of finance professionals, fostering a culture of accountability, collaboration, and professional growth.
- Provide guidance and support to departmental staff in executing their responsibilities effectively and efficiently.
- Promote a positive work environment that values diversity, inclusivity, and continuous learning.

Management

- Prepare for monthly interaction with the Fiscal Policy Committee of the Board of Trustees for presenting and analyzing financial performance across the organization.
- Serve as backup to the Chief Financial Officer.
- Consistently promote Self Regional Healthcare's corporate culture in all interactions. Coach and develop team members to foster a spirit of collaboration, diversity of thought, and unity to serve patients, team members, and communities.

Goals and Objectives

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

- Establish credibility and build rapport with the finance team and the senior leadership team within Self Regional Healthcare. Focus on analytical decision-making that accommodates changing priorities and supports positive operating margins for future growth.
- Gain knowledge and understanding of the system's financials and balance sheet and establish familiarity with the entities within the health system.
- Provide leadership and guidance to identify opportunities for process improvements and streamline the consolidation of monthly financial reports. Integrate and streamline the financial accounting and reporting to improve performance and efficiency.
- Monitor and report on Self Regional Healthcare's financial position and examine performance relative to budgeted targets and industry benchmarks. Make recommendations to the CFO, board committees, and management team.
- Partner with the CFO to develop financial strategies supporting profitable growth, including the expansion of programs and services. Provide leadership in the organization's financial stewardship and improve operational efficiencies.
- Educate and engage operational leaders and other key stakeholders in the financial aspects of service delivery and provide regular, transparent communication to inform employees and lead change.
- Collaborate closely with various departments, such as the business office and supply chain, to ensure that financial support for ongoing projects aligns with the overarching goals of the organization.
- Prioritize areas of opportunity and leverage creative financial strategies to improve the financial health of the organization. Bring the depth and breadth of experience to support cost reduction strategies and revenue capture/optimization strategies.
- Stay updated on current financial and operational metrics to inform management reporting and decision-making in the healthcare sector. Ensure organizational alignment to industry best practices.
- Assess the skills and strengths of the leaders and staff in the departments the Controller oversees. Put into place a plan to develop so that they can perform at the top of their abilities.
- Establish a solid rapport with the external and internal auditing firms.
- Review - redesign if necessary - and implement procedures and systems that are needed to maintain a highly efficient department.

Candidate Qualifications

Education/Certification

- Bachelor's degree in accounting, finance, healthcare administration, or a related field is required. A graduate degree and/or CPA is preferred.

Knowledge and Work Experience

- At least 7-10 years experience in financial healthcare leadership with progressively increasing responsibility. Preferably in a Controller or Director of Finance role in an organization of similar size and complexity.
- Strong track record of success in finance and accounting leadership roles.
- Expert knowledge of GAAP is required, with expertise in technical accounting and internal controls. Knowledge of federal and state regulations pertaining to the healthcare industry, ideal.
- Strong verbal and written communication skills and demonstrated ability to collaborate effectively with others. Experience in presenting information to senior leadership, management, and employee groups.
- Ability to present complex analysis in a concise and meaningful manner to senior executives and board members.
- Previous work experience in a critical access hospital setting is a plus.

Leadership Skills and Competencies

- Possess superior interpersonal qualities with demeanor and style to quickly establish credibility in the organization; can work with individuals at all levels of the organization, from entry-level staff to the executive suite and board members.
- An individual of unquestioned integrity and moral character who the organization can trust without reservation to represent the values of the organization.
- Detailed-oriented individual with a strong work ethic and has a willingness to roll up the sleeves to get things done. Ability to address ambiguity and bring clarity to complex issues.
- Creative and proactive, 'can-do' problem solver with the willingness to take the initiative in leading change as well as the ability to effectively manage change.
- Strong management and organizational skills; exemplary follow through skills.
- Someone who has a high level of 'personal ownership' in the future success of the organization.
- High visibility throughout the organization with an approachable, personable, optimistic demeanor.
- Strong verbal and written communication skills in order to effectively discuss financial matters and foster a culture of transparency.

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 Stephanie Ikediobi via email to sikediobi@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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