



Chief Financial Officer

Leadership Profile

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The WittKieffer logo, consisting of the word 'WittKieffer' in a white, italicized, sans-serif font, set against a dark blue background. The logo is positioned in the bottom left corner of a large dark blue rectangular area that occupies the lower half of the page. This area is decorated with a complex, light blue line-art pattern of overlapping, curved lines that create a sense of motion and depth, extending from the left edge towards the right.

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The Opportunity

Salem Regional Medical Center (SRMC), located in Salem, Ohio, is seeking a strategic and collaborative leader to serve as its next Chief Financial Officer (CFO). SRMC is an independent, private, not-for-profit healthcare organization with a long-standing commitment to serving the communities of Columbiana County, Mahoning County, and the greater Mahoning Valley. The organization has grown into a trusted provider of high-quality, compassionate care while remaining deeply rooted in its mission of service. Today, SRMC continues to invest in innovation, access, and clinical excellence to meet the evolving needs of the region, offering a meaningful opportunity for a finance executive to contribute to a mission-driven organization with a strong community presence.

Salem Regional Medical Center is an 87-bed acute care hospital generating approximately \$108 million in annual revenue and providing a comprehensive range of inpatient, outpatient, and emergency services, including emergency care, surgery, cardiac services, orthopedics, rehabilitation, behavioral health, diagnostic imaging, and specialized wound care. Supported by a medical staff of more than 130 primary care physicians and specialists, the organization ensures continuity of care across a broad spectrum of services, further strengthening its position as a cornerstone healthcare provider in the community.

Reporting directly to the President and Chief Executive Officer, the CFO will serve as a key member of the executive leadership team and a trusted advisor on all financial and administrative matters. This individual will be responsible for overseeing the financial integrity and performance of the organization, including budgeting, financial planning, reimbursement, and long-range strategic financial initiatives. The CFO will also provide administrative leadership across a broad portfolio, including general accounting, accounts payable, payroll, patient accounting, admitting and registration, patient access, medical records, plant operations, and materials management. This leader will play a central role in aligning financial strategy with organizational priorities, supporting operational efficiency, and ensuring the effective allocation of resources to advance SRMC's mission.

The ideal candidate will be a seasoned healthcare finance executive with a demonstrated ability to lead in a dynamic, community-focused environment. They will bring a strategic, data-driven approach to financial and operational performance, along with a proven track record of strengthening revenue cycle functions and driving sustainable improvement. This individual will be an approachable and visible leader who fosters collaboration, accountability, and continuous improvement across teams. The CFO will be expected to build strong relationships with the Board, executive leadership, physicians, and staff, serving as a trusted partner who can effectively balance strategic vision with operational execution while supporting SRMC's continued growth and long-term success.

Organization Overview

Salem Regional Medical Center (SRMC) is a cornerstone healthcare organization serving Salem and the surrounding communities of Columbiana County, Mahoning County, and the greater Mahoning Valley. What began in 1913 as the vision of 14 physicians to establish a community hospital has evolved into more than a century of serving, caring, and healing. That founding mission continues to guide SRMC as it invests in growth, innovation, and high-quality care to meet the region's changing healthcare needs.

Located in Salem, Ohio, SRMC is an independent, private, not-for-profit acute care hospital providing comprehensive inpatient, outpatient, and emergency medical services. The medical center offers a wide spectrum of services, including emergency care, inpatient and outpatient surgery and endoscopy, orthopedics, oncology, rehabilitation, behavioral health, diagnostic imaging, and specialized wound care. National recognition for quality and cleanliness underscores SRMC's commitment to patient safety, clinical excellence, and compassionate, patient-centered care. SRMC provides services to patients regardless of their ability to pay.

Salem Regional Medical Center continues to strengthen access to healthcare throughout the Mahoning Valley through strategic expansion. In North Jackson, SRMC launched a new facility that increases access to occupational health and urgent care services closer to where residents live and work. SRMC Occupational Health provides customized employment-related testing, assessments, and work-related injury management, while SRMC Urgent Care–North Jackson offers convenient walk-in care for minor illnesses and injuries that do not require an emergency department visit.

Innovation remains a defining focus of SRMC's care delivery. The Wound Healing Center at SRMC became the first and only facility in the region to offer the Reaplix 3C Patch, an advanced treatment for chronic diabetic wounds that is personalized using the patient's own blood. In orthopedics, SRMC introduced the VELYS robotic-assisted solution for knee replacement surgery, allowing surgeons to tailor procedures to each patient's anatomy, often resulting in improved mobility, reduced post-operative pain, and faster recovery. In addition, SRMC expanded advanced pain management options with the introduction of spinal cord stimulation therapy, offering new relief for patients living with chronic pain conditions such as back pain, leg pain, and diabetic peripheral neuropathy.

Salem Regional Medical Center's commitment to excellence has been recognized by leading medical and professional organizations at the national level. The hospital earned The Joint Commission's Gold Seal of Approval for Hospital Accreditation, demonstrating compliance with rigorous standards for healthcare quality and safety. SRMC's laboratory services achieved reaccreditation from the College of American Pathologists, reflecting the highest benchmarks in laboratory quality. The medical center was also recognized as one of the Cleanest Hospitals in the United States by the Centers for Medicare and Medicaid Services, placing it among a select group of hospitals nationwide to receive a 5-Star rating.

A major component of SRMC's continued investment in regional health is the SRMC Surgery and Outpatient Pavilion at Firestone Farms in Columbiana. This state-of-the-art facility advances SRMC's mission by providing a convenient, lower-cost alternative to hospital-based outpatient care while maintaining the same high standards for quality, safety, and advanced technology. Services housed within the Pavilion include ARC Medical Imaging, the Firestone Infusion Center, the Firestone Surgery Center, and a range of primary and specialty care physician practices, allowing patients to access coordinated care in one modern setting.

In fiscal year 2025, Salem Regional Medical Center delivered significant care across the region, supporting 1,917 admissions and 9,185 patient days of care. The Emergency Department handled 17,269 visits, reinforcing SRMC's role as a critical access point for urgent care, while 58,853 people were served through community benefit programs, extending the hospital's impact beyond its walls and into the communities it serves.

Supported by a medical staff of more than 130 primary care physicians and specialists, Salem Regional Medical Center delivers continuity of care across a wide range of medical disciplines. Through ongoing investment in facilities, technology, clinical innovation, and community access, SRMC continues to enhance quality of life throughout Salem and the surrounding region, carrying forward its more than 100-year legacy as a trusted healthcare provider and community partner.

Mission

To Serve. To Care. To Heal.

Vision

To Serve as Strong Stewards of our community by pursuing excellence in all that we do;

To Create exceptional experiences that differentiate us as a destination for care; and,

To optimize Health outcomes through efficient, effective, and accessible care.

Values and Pledge to Patients

I: INTEGRITY - Doing the right thing, even when no one is watching.

C: COMPASSION - Be empathetic to the needs of others.

A: ACCOUNTABILITY - Hold ourselves accountable as an organization and as individuals to act responsibly in everything we do and be excellent stewards of our resources.

R: RESPECT - Value others and respect their dignity, diversity, and right to privacy.

E: EXCELLENCE - Putting forth our personal and professional best.

Position Summary

Reporting Relationships

Reporting to the President and CEO, the CFO's direct reports include:

- Director of Medical Records
- Director of Revenue Cycle
- Director of Plant Operations
- Controller
- Director of Materials Management

Responsibilities

The CFO directs, administers, and coordinates all financial and administrative functions of SRMC in support of the policies, goals, and objectives established by the President and CEO and the Board of Directors. The CFO plays a key role in developing strategic, operational, and resource-allocation plans while ensuring financial integrity and organizational alignment. Responsibilities include administrative oversight of general accounting, accounts payable, payroll, patient accounting, admitting and registration, patient access, medical records, budgeting and reimbursement, plant operations, and materials management, ensuring efficient operations and sound financial stewardship across the organization.

The successful Chief Financial Officer candidate will:

Financial Stewardship & Organizational Sustainability

- Ensure the long-term financial viability and sustainability of the Hospital across all economic, regulatory, and operational environments.
- Develop and monitor comprehensive cash flow forecasts and work closely with investment advisors to maintain strong liquidity, protect reserves, and support future capital needs.
- Lead negotiations of reimbursement agreements with third-party payors to optimize revenue while supporting access to care.

Financial Reporting, Compliance, & Controls

- Maintain the integrity of all financial records in full compliance with generally accepted accounting principles (GAAP), third-party reporting standards, and all applicable city, state, and federal regulations.
- Oversee month-end and year-end closing processes, ensuring accurate, timely, and transparent financial reporting in collaboration with the Controller and accounting team.
- Prepare and present monthly financial statements to the Board of Directors and deliver quarterly financial reporting to bondholders, including calculation, monitoring, and compliance with debt covenant ratios.
- Serve as the primary point of contact for external auditors and lead the preparation of audited financial statements and related disclosures.

Strategic Planning & Budget Leadership

- Play a central leadership role in organizational strategy by overseeing the development of the annual operating and capital budgets and aligning resources with mission-driven priorities.

- Partner with executive leadership and department heads to translate strategic objectives into financially sound operational plans.
- Ensure compliance with complex reporting requirements, including Medicare and Medicaid cost reports, IRS Form 990 filings, and other government and regulatory submissions.

Executive Leadership & Operational Integration

- Serve as a trusted strategic advisor to the President and CEO on financial, operational, and policy matters impacting the organization's performance and future growth.
- Coordinate financial and administrative functions across departments to drive alignment, accountability, and operational efficiency throughout the Hospital.
- Act as the primary liaison to the Finance Committee and serve as Chair of the Employee Retirement Trust Committee, ensuring strong governance and fiduciary oversight.

Corporate & Affiliate Governance

- Serve as Secretary/Treasurer of the SCH Professional Corporation and the Salem Medical Arts & Development Corporation.
- Serve as Treasurer of The Firestone Surgery Center Ambulatory Surgery Center, providing financial oversight and governance support for affiliated entities.

Goals and Objectives

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

- Build immediate credibility and serve as a trusted strategic advisor to the Board of Directors, President and CEO, executive leadership, and key stakeholders by providing sound judgment, leadership presence, and expert guidance on all financial matters impacting the organization.
- Partner with the President and CEO and the senior leadership team to design and execute both long-term and near-term financial and operational strategies that support the healthcare system's mission and objectives.
- Quickly gain a deep understanding of Salem Regional Medical Center's strategic direction, priorities, and challenges. Evaluate existing financial and business processes through a data- and metrics-based lens, identifying opportunities to enhance performance and drive measurable improvement.
- Lead and strengthen the organization's financial stewardship initiatives while advancing operational efficiency, cost management, and sustainable financial performance.
- Foster innovative thinking among the leadership team by introducing new ideas and strategies to expand revenue streams, improve services, and increase the value delivered to the community.
- Establish and maintain a strong, collaborative working relationship with the Board of Directors and the Board Finance Committee, ensuring clear, concise, and transparent communication of financial performance, risks, and budgetary matters.
- Build, mentor, and retain a high-performing finance team by investing in talent development, succession planning, and organizational structure to ensure the team provides strong financial and strategic support across the enterprise.
- Oversee enterprise-wide efforts to optimize operational performance, improve process efficiency, reduce length of stay, and enhance access to high-quality patient care.

Candidate Qualifications

Education/Certification

Bachelor's degree required; CPA certification and a Master of Business Administration (MBA) are required.

Knowledge and Work Experience

- 10+ years of executive-level leadership experience within a nationally recognized healthcare organization, with demonstrated success in quality outcomes, growth, and sustained financial performance.
- Proven strategic decision-maker with the ability to partner effectively with the Board, President and CEO, and executive leadership team to implement decisions within a complex healthcare environment.
- Demonstrated success leading high-performing teams and complex initiatives, with strong project management skills and the ability to manage multiple priorities concurrently.
- Deep expertise in healthcare financial management, including GAAP accounting, healthcare financial reporting, accounting controls, and compliance.
- Strong knowledge of Medicare and Medicaid reimbursement principles and their impact on organizational financial performance.
- Experience strengthening balance sheets and driving effective revenue cycle management to support long-term financial sustainability.
- Highly skilled in budgeting, financial analysis, and reporting, including the ability to develop, monitor, and analyze budgets, financial statements, statistical data, contracts, and business correspondence.
- Proven experience with payer contracting, including contract review, negotiation, and analytical support for payer agreement decisions.
- Experience with bond markets, treasury functions, banking relationships, and rating agencies is strongly preferred.
- Familiarity with 340B programs is a plus.
- Strong analytical and problem-solving skills to support operational departments and enterprise-wide financial decision-making.
- Solid understanding of information systems that support financial, operational, and reporting functions.
- Demonstrated commitment to talent development, including hiring, coaching, mentoring, and promoting staff.
- Working knowledge of core managerial functions, including planning, organizing, staffing, directing, and performance management.
- Exceptional oral and written communication skills, with the ability to convey complex financial and operational information to diverse stakeholders.

Leadership Skills and Competencies

- Passion for excellence and mission-driven leadership, with a deep commitment to exceptional patient care, education, research, and meaningful service to the community.
- Decisive, thoughtful leadership, with strong judgment and advanced problem-solving skills, grounded in sound principles of administration and people management.
- Visionary yet hands-on executive, capable of developing, articulating, and executing a clear financial and organizational vision aligned with strategic priorities.
- Growth-oriented, adaptable, and mature leader, able to advance the organization's long-term strategic plan while navigating a dynamic and evolving healthcare environment.
- Innovative and forward-thinking, consistently identifying new opportunities to enhance value for patients, families, team members, and the broader community.
- Highly collaborative and relational, building trust and credibility with staff at all levels, executive leadership, Board members, and external partners.
- Visible and engaged leader, maintaining an active presence within the organization and community to foster transparency, alignment, and connection.
- Strategic thinker who looks beyond the numbers, bringing insight into the current and future state of healthcare and remaining current on national trends and best practices.
- Exceptional communicator, skilled in presenting complex information clearly and effectively to the Board of Directors, committees, and other governance bodies.
- Effective partner to department leaders, with the ability to work across diverse backgrounds, skill sets, and operational functions.
- Highly disciplined and detail-oriented, with the ability to maintain focus and rigor in the preparation, interpretation, and analysis of complex reports.
- Demonstrates strong initiative and sound judgment, with the ability to plan, prioritize, and coordinate work across departments and functional responsibilities.
- Respected steward of governance, with the ability to interpret, implement, and uphold policies established by the Governing Board.

The Community

Salem, Ohio

Salem, Ohio, is a small city in northeastern Ohio that blends historic character with a strong sense of community. Located in Columbiana County, Salem is known for its tree-lined streets, classic Midwestern architecture, and a downtown that reflects its 19th-century beginnings. Nestled among the rolling hills of the region, the city has earned the nickname “Little Big City” for offering a surprising depth of history, culture, and activity within a compact, welcoming setting. Salem’s roots in Quaker settlement and manufacturing helped shape values of craftsmanship, social responsibility, and civic involvement that remain visible today.



Its walkable and beautifully restored downtown serves as a vibrant social and cultural hub. Historic buildings now house locally owned boutiques, antique shops, cafés, galleries, and restaurants, giving downtown Salem a mix of tradition and modern creativity. Cultural institutions such as the Salem Historical Society, the Grand Theatre, and local art studios reflect the city’s dedication to preserving its heritage while supporting the arts and local talent. Throughout the year, Salem hosts a full calendar of events showcased by Visit Salem Ohio, including seasonal festivals, live performances, markets, family activities, and community celebrations that draw residents and visitors together.

Salem also offers a variety of recreational and leisure opportunities. Parks such as Centennial Park and Waterworth Memorial Park provide space for outdoor events, walking trails, sports, and relaxation, while nearby attractions and entertainment venues add to the city’s appeal. The community’s emphasis on recreation, arts, and local experiences contributes to a lively yet unhurried atmosphere.

The city’s neighborhoods range from historic homes near downtown to quieter residential areas along the outskirts, creating a balanced, family-friendly environment. Schools, civic organizations, and community facilities play an important role in daily life, reinforcing Salem’s sense of connection and local pride.

While Salem maintains a slower, small-town pace, it is conveniently situated near Youngstown, Akron, and Cleveland, making regional travel, employment, entertainment, and tourism easily accessible. This blend of history, culture, outdoor space, and accessibility makes Salem appealing to visitors and residents alike, especially those seeking a place that values tradition, local identity, and a strong sense of belonging.

For more information, visit: [Visit Salem Ohio Little Big City](#) | [Visit Salem Ohio](#).

Procedure for Candidacy

Please direct all nominations and applications to Michael Raddatz and Jennifer Sonneland through the office of Charlotte Harris via email at charris@wittkieffer.com or through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com by selecting the "Become a Candidate" button.

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