



Salina Regional Health Center

Confidence for the Good Life

Chief Financial Officer

Leadership Profile

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WittKieffer

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The Opportunity

Salina Regional Health Center (SRHC), in Salina, Kansas, is seeking a dynamic leader to serve as the next Vice President, Chief Financial Officer (CFO) of SRHC with the upcoming retirement of their current CFO. SRHC is a 4 hospital, not-for-profit independent health system in North Central Kansas with a deep history of serving the region's comprehensive healthcare needs since the system's formation in 1995. This CFO role is a tremendous opportunity to lead financial strategy and operations for a community-minded organization focused on keeping care local in a community that fully supports their area hospital.

Salina Regional Health Center is a 2,500-employee operation that features a 393-bed Level III Trauma Center and over 150 providers across 30 specialties. It has grown from hospital-centered into a true health system bringing in approximately \$490 million in net revenue in recent years through a budding ambulatory network of clinics and care sites around their 14-county service in North Central Kansas. The system has a multitude of clinical sites and affiliated hospitals in its network including Lindsborg Community Hospital, North Central Kansas Medical Center in Concordia, and Memorial Health System in Abilene. The main hospital has received over \$90 million in investments in recent years and now boasts a robotic surgery program and new Trilogy stereotactic radiotherapy technology in its Tammy Walker Cancer Center. Today SRHC provides crucial access to many key services in the region with programs in oncology, neurosurgery, behavioral health, women's and infants, stroke, orthopedics, and cardiovascular.

Reporting directly to the President and CEO, Joel Phelps, the CFO will be a critical thought resource and leader for the strategic future of the health system. They will be in the pivotal role of leading all financial operations, including accounting and treasury functions for the health system as SRHC looks to strengthen its leading position in the market and remain a fixture in the community. The CFO will have direct responsibility for budget and reimbursement, financial reporting, internal audit, financial planning, revenue cycle, managed care contracting, materials management, and care management. The CFO will be the key financial advisor to the CEO and should be viewed as an approachable and visible leader within the senior leadership team. They will have a collaborative presence and spirit and help shape the direction of the system along with the other members of the executive team. They will help set performance standards and metrics consistent with the strategic plan and without sacrificing patient care and quality.

The ideal CFO candidate will bring a considerable depth of health care finance experience to the position, preferably within a complex or independent health system. The CFO will be a seasoned finance leader, bringing in at least 10 years of financial executive experience. They must bring a vision for finance to SRHC and be a willing mentor to the finance team. They will demonstrate the ability to motivate and influence others as well as have a metric driven approach to improving the KPIs of the organization. The CFO should have a track record of success in leading financial systems and optimizing revenue and cash flows within a health system. A compassionate, collaborative leader who brings a high level of connectedness and results to the leadership team is highly valued by SRHC. They will have a track record of building strong relationships with executive teams, physicians, and staff. The CFO will need to be a balanced leader, one who is as comfortable presenting to the Board of Directors as they are to the working with local operating teams. A candidate who is master's prepared and/or has a CPA is preferred.

Organization Overview

Salina Regional Health Center (SRHC) originated in 1995 through the merger of Asbury-Salina Regional Medical Center and St. John's Regional Health Center. These institutions carried forward nearly a century of Christian-based healthcare, dating back to Asbury Hospital's humble beginnings in the 1920s. Originally founded in a converted residence at Santa Fe and South Street with just 16 beds, SRHC is now one of Kansas' leading healthcare providers, operating 393 licensed beds and employing over 2,500 FTEs. Its state-of-the-art six-story inpatient tower is its newest addition and has ensured private rooms for every patient, a feature that reflects SRHC's commitment to patient-centered care, quality, and healing. Partnerships with universities and nursing schools strengthen the pipeline of skilled providers for rural Kansas. SRHC serves as a teaching hospital through the Smoky Hill Family Medicine Residency Program, training future physicians and healthcare professionals. It is also home to the University of Kansas School of Medicine and School of Nursing Salina campuses.

The health system's footprint extends far beyond Salina. The system now spans across 14 counties, through outreach clinics and affiliate hospitals in Abilene, Concordia, and Lindsborg. SRHC has been strategic about bringing specialty care closer to the rural communities it serves. With modern technology and a commitment to keeping care within the community, SRHC has expanded telehealth services under the vCare program further expanding access, allowing patients to connect with providers virtually for primary and specialty care regardless of location.

The hospital has invested heavily in robotic-assisted surgery to improve patient outcomes and recovery times. As of 2025 and 2026, SRHC utilizes the da Vinci SP (Single Port) and da Vinci Xi systems for minimally invasive urological and general surgeries. Furthermore, the implementation of Ion Robotic-Assisted Bronchoscopy has revolutionized early lung cancer detection, allowing surgeons to biopsy small, hard-to-reach nodules with extreme precision.



Key Services

Serving as a regional referral hub, SRHC combines the technological sophistication of a metro area medical center with a community-focused mission and careful care coordination. SRHC has solidified its role as an integrated health system that bridges the gap between rural access and advanced specialty care. A few highlighted services provided by the health system include:

- Primary Care
- Emergency Services
- Neurosurgery

- Cardiothoracic
- Orthopedics
- Urgent Care
- Oncology
- Endocrinology
- Pediatrics
- Behavioral Health
- Podiatry
- Women's
- Sports Medicine
- ENT and Audiology
- Sleep Medicine
- vCare (Telehealth)

Critical Access, Sunflower Health Network and Behavioral Health

SRHC maintains unique affiliation hospital agreements with critical access hospitals and their associated clinics in nearby Abilene (Memorial Health System), Concordia (North Central Kansas Medical Center), and Lindsborg (Lindsborg Community Hospital), to ensure that specialty care such as neurology, pulmonology, and orthopedics is available via outreach clinics in the surrounding areas of Salina. The employees of these three critical access hospitals are employees of SRHC. SRHC as well as the three critical access hospitals are all members of the [Sunflower Health Network](#), and SRHC also has collaborative relationships with all of the other many Sunflower Health Network hospitals. Recognizing the mental health needs in rural America, SRHC is a leader and operates Veridian Behavioral Health (VBH), providing multidisciplinary inpatient and outpatient psychiatric services in Central Kansas. VBH also supports vCare to allow for increased access via virtual platforms. The affiliate hospitals combine to add nearly \$95 million in net revenue to the system.



Community Focus, Impact, and Foundation

The Salina Regional Health Foundation has been a leader in Salina philanthropic efforts since its establishment in 1995. A 20-member Foundation Board shares a vision to improve the health and well-being of North Central Kansas. Through Salina Regional Health Foundation's Community Health Investment Program (CHIP), the foundation was able to award over \$1.3 million to other organizations in the community in 2025. The foundation is a key supporter in helping solve future staffing needs of the health system by sponsoring scholarships to local students. A new high fidelity patient simulator was added to the Simulation Lab at the health center via a grant by the foundation. In addition to its broad support of the Tammy Walker Cancer Center and SRHC, the foundation owns the Rebecca A. Morrison House, W.H. and Helen M. Graves Blood Platelet Center, Center Street Park featuring Olivia's Playground, Donna L. Vanier Children's Center, and the Salina Health Education Center (home of KU medical and nursing schools).

Mission

Our mission is to improve the health of those who entrust us with their lives — the patients and communities we serve.

Values

Patient Centered

Quality

Integrity

Trust

Sustainability

Notable Awards

- Human Experience Pinnacle of Excellence (2024).
- Blue Distinction® Centers+ for Maternity Care (2024).
- HOSA Leadership in Collaboration Award (2023).
- AHA Get With The Guidelines® (2023).
- Tammy Walker Cancer Center is accredited by the American Society for Radiation Oncology APEX – Accreditation Program for Excellence®.
- Recognized by Blue Cross and Blue Shield of Kansas with Blue Distinction® Center+ (BDC+) designation for Spine Surgery and Blue Distinction Center (BDC) designation for Knee and Hip Replacement.
- Accredited as an American College of Cardiology (ACC) designated Heart Failure Center.
- Certified as a Primary Stroke Center from the Accreditation Commission for Health Care (ACHC).
- Received the 2025 Gold Plus in Stroke and the 2025 Gold for Rural Stroke.
- Certified Chest Pain Center by the American College of Cardiology (ACC).
- Certified Level III Trauma Center.
- Birth Center earned High 5 for Mom & Baby Premier Recognition excellence in maternal and infant care.
- Selected as a beta site by ACHC to pilot their standalone accreditation program for inpatient psychiatric services.
- Recognized with the Organ and Tissue Excellence Award from the Midwest Transplant Network.
- Blue Cross Blue Shield Blue Distinction Designation for THA/TKA application submission.
- Blue Cross Blue Shield Blue Distinction+ Designation for Spine surgery application submission.
- Salina Regional Ortho and Sports Medicine awarded Blue Distinction status by Blue Cross and Blue Shield of Kansas.
- Salina Regional Neurosurgery awarded Blue Distinction Plus status by Blue Cross and Blue Shield of Kansas.

Key Financial Data

Financial Data	FYE 2024	FYE 2025
Revenue		
Net Patient Revenue	\$331 million	\$371 million
Other Revenue	\$4 million	\$8 million
Total Revenue	\$335 million	\$379 million
Expenses		
Salary and Benefits	\$175 million	\$189 million
Supplies, Pro Fees & Other	\$160 million	\$170 million
Depreciation & Amortization	\$16 million	\$16 million
Total Operating Expenses	\$351 million	\$375 million
Net Income on Operations	\$(16 million)	\$4 million
Operating Data		
Patient Beds (Licensed/Operating)	398/123	398/123
Average Daily Census	87	85
Patient Days	31,769	30,998
ALOS (Medicare/Hospital Wide)	5.26/4.33	5.3/4.43
Births	1,173	1,161
Total Surgeries	5,703	5,567
Outpatient Visits (non-ER)	98,000	104,000
ER Visits	31,291	30,754
Total FTEs	1,534	1,562
Case Mix Index (all patients)	1.91	1.92
FTEs/AOB	1.9	1.79
Other Data		
Payer Mix		
Medicare Traditional & Managed	51%	51%
Medicaid Traditional & Managed	7%	7%
Commercial/Other Managed Care	38%	38%
Self-Pay	4%	4%
Percentage IP Business (gross rev)	29%	27%
Percentage OP Business (gross rev)	71%	73%
Balance Sheet		
Long-Term Debt	545k	260k
Days Cash on Hand	434	431
Net Days in AR	53	48

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

Position Summary

The Chief Financial Officer (CFO) plans, organizes, and directs all aspects of the revenue cycle, accounting, patient financial services, medical records, decision support, and materials management functions of the hospital. They are responsible for the health center's overall financial management including preparation of the annual financial plan, cash and investment management, and operational financial reporting. They maintain active communication with other administrative staff and departmental directors.

Reporting Relationships

This position reports directly to the President/CEO, Joel Phelps. Peers of the CFO include:

- Senior Vice President, Chief Medical Officer
- Vice President of Patient Care, Chief Nursing Officer
- Vice President, Chief Human Resources Officer
- Vice President System Operations
- Vice President, Chief Information Officer
- Executive Director, Marketing & Government Affairs
- Executive Director, Foundation
- Affiliate Hospital Administrator Lindsborg Community Hospital
- Affiliate Hospital Administrator Memorial Health System
- Affiliate Hospital Administrator North Central Kansas Medical Center

The following positions report to the CFO:

- Controller
- Executive Director Revenue Cycle
- Executive Director Affiliate Services
- Director, Finance (Clinics/PPM)
- Director Materials Management
- Affiliate Hospital CFO Lindsborg Community Hospital
- Affiliate Hospital CFO Memorial Health System
- Affiliate Hospital CFO North Central Kansas Medical Center

Responsibilities

The successful Chief Financial Officer candidate will:

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- As a leader within the organization, understand their responsibility to the SRHC Leadership Expectations and diligently put them into practice each day.
 - Effectively oversee and manage all financial aspects of the organization outlining the corporate financial position in all areas of assets, liabilities, income and expenses based on past, present, and planned future operations.
 - Provide strategic recommendations to the CEO/President and members of the senior leadership team as it relates to SRHC's financial strategy. Ensure optimization of overall financial performance of the organization and assume responsibility for the financial health of the organization.
 - Participate in long-range strategic planning with the organization's goals that contribute toward market growth, revenue enhancement, cost containment, maximizing productivity, and achieving organizational objectives.
 - Assure the timely and accurate preparation of financial reports and ensure the reports reliably reflect the financial position of the healthcare system.
 - Manage SRHC's balance sheet and capital structure through strategic use and balance of funding sources, always ensuring that liquidity and leverage metrics remain within bond rating goals.
 - Prepare cash flow analyses and budget variance analyses.
 - Serve as the principal liaison and advisor for SRHC's financial portfolio.
 - Manage organizational revenue by assisting with the review of managed care contracts, participating in the final negotiations of such contracts, and overseeing the pricing of procedures with the incorporation of all components of cost, contractual adjustments, and operating margin.
 - Clearly assign responsibilities and tasks to others, establish effective controls, ensure that necessary resources and authority are available, monitor progress, and evaluate performance to increase efficiency and enhanced outcomes.
 - Meet regularly with assigned department directors to review departmental scorecards and benchmark reports; addresses outside/internal complaints; assists with action plans and goals for improvements and service recovery; reviews and supports establishment and implementation of policies and/or processes for each department's operation.
 - Prepare for and provide quarterly and annual information to fulfill the requirements of the Hospital Bond Master Trust Indenture; coordinates an annual audit with staff and the audit firm with a primary goal to attain a clean audit opinion.
 - Mentor, guide, and coach direct reports to expand their capabilities and build finance leadership depth in the organization.
 - Support programs that encourage employee growth and development; coaches and mentors staff to achieve personal and professional growth by setting goals, anticipating obstacles and developing strategies.
 - Identify and communicate new opportunities for the organization. Present proposed programs to the CEO and appropriate administrative staff.
 - Demonstrate responsibility for containment of health center costs and conservation of supplies, equipment, and human resources by developing financial plans and monitoring expenses, benchmark/productivity standards, staffing levels/ratios to volume, and alignment of departmental goals and operations with best practices and corporate strategies.

- Ensure compliance with all federal and state laws regulating the workplace, and all other regulatory rules and regulations; monitors and validates compliance with accreditation standards; and ensures all existing and new programs support the organization's performance improvement, risk management, culture of safety, and compliance plans.
- Maintain personal professional growth and development through active participation in professional affiliations, attendance at seminars and conferences, continuing education programs, and profession networking opportunities.
- Direct and analyze studies of general economic, business, and financial conditions and their impact on SRHC.
- Anticipate future trends, threats, and opportunities affecting financial results of SRHC.
- Form a trusting and positive working relationship with the Chair of the Finance Committee.

Goals and Objectives

The following goals and objectives have been identified as priorities for the new CFO during the first 18 to 24 months of their tenure (not necessarily listed in order of priority):

- Establish credibility and demonstrate values, experience and presence necessary to effectively serve as a trusted, respected leader and resource to the board, CEO, executive team, and other key stakeholders on all financial matters affecting the enterprise.
- Assist the CEO and senior leadership team in development of long- and short-range healthcare system financial and operational plans.
- Understand quickly and embrace the strategic goals and priorities of Salina Regional Health Center. 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 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.
- Lead SRHC's efforts to improve operations, process flows, length of stay, and access initiatives.
- Inspire and share new ideas with the leadership team around ways to generate additional revenues and add value to the community.
- Form an effective relationship with the Board of Directors and Board Finance Committee, sharing financial and budget information in a transparent, succinct, and accurate manner.
- Continue to increase the finance knowledge of the Board through education and interaction with finance, audit, and investment committee members. Ensure alignment of the community and system finance team for standard reports, documents, and decision-making materials that cascade across the enterprise.
- Develop and mentor the finance team with a focus on elevating, retaining, and attracting exceptional talent. Ensure the structure and talent is in place to provide financial and strategic support across the organization.

Candidate Qualifications

Education/Certification

- Graduate degree in finance, accounting, business administration, or related field and/or CPA required.

Knowledge and Work Experience

- Ten (10) or more years of progressive healthcare financial leadership experience. Experience within an integrated, public, and/or independent health system or hospital is a plus.
- 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 complex organization.
- A proven track record of successfully leading teams and projects to completion as well as excellent project management skills and experience managing multiple priorities.
- Experience with bond markets, treasury, rating agencies, and banking is ideal.
- A history of strengthening balance sheets and achieving effective revenue cycle management.
- Able to develop, monitor, and analyze budgets, financial reports, statistical data, contracts, and business correspondence.
- A solid record of accomplishment in hiring, developing, coaching, and promoting staff.
- Superb oral and written communication skills.
- Experience with 340B is a plus.

Leadership Skills and Competencies

- Passion for excellence and belief in exceptional patient care and service to the community.
- Exceptional decision making and problem-solving prowess; well informed in the principles of administration and personnel management.
- Capable of developing and disseminating the vision of finance, while at the same time, having a hands-on approach to execute that vision.
- Growth-oriented, flexible, mature; capable of pursuing and executing SRHC's strategic vision and plan.
- Innovative; uncovers new opportunities for the organization to serve patients, families, and team members.
- Collaborative; relates effectively to all levels of staff, management, executive team, and board members.
- Committed to maintaining a high-level of visibility within the organization and community.
- Driven, with an ability to think beyond the numbers to help an organization move forward. Possesses strong insight into the current and future state of the healthcare industry, able to remain current on trends and best practices nationally.
- Interactive and able to build strong relationships at all levels of the organization.

The Community

Salina, Kansas

At the crossroads of I-135 and I-70 in North Central Kansas, Salina can feel like the heart of the state. With just over 46,000 residents, it is big enough to offer the modern conveniences many have come to know and love, yet small enough to keep that welcoming, hometown feel. With Kansas City is about three hours east and Wichita just an hour and a half south, they are close enough for a quick day trip, but far enough that Salina stands on its own and can carve out its own uniqueness as a city.

Life in Salina has a great balance of affordability and opportunity. Housing costs have remained reasonable as national averages continue to rise, commutes are short, and the community invests in quality schools with one of the top 10 largest school districts in the state. It is also a town with higher education at its core with Kansas State University Salina, Kansas Wesleyan University, and Salina Area Technical College having strong campus presences in the city.

Economically, Salina has long been a hub and an engine for the region. Manufacturing, aviation, and retail drive the local economy. When Philips Lighting closed its plant, many worried about the future—but Great Plains Manufacturing stepped in, transforming the site into a \$53 million expansion for Kubota equipment production reflecting Salina's ability to adapt and maintain a growth mindset. Culture and recreation thrive. The Stiefel Theatre, a beautifully restored Fox Theatre, hosts concerts and symphonies that rival venues found in large cities. Theatre Salina recently launched its 65th season with productions like *Frozen* and *The Pirates of Penzance*, while the Salina Community Theatre continues to draw national attention. Public art dots the downtown Lee District, where galleries, studios, and specialty shops create a vibrant arts scene.

Summer in Salina means it is time for the Smoky Hill River Festival, an annual four-day celebration in June of music, art, and food in Oakdale Park. Families flock to the now solar-powered and recently upgraded Kenwood Cove Aquatic Park, for fun lazy afternoons in the sun. For those who enjoy wildlife, Rolling Hills Zoo offers an unforgettable experience just outside town.

Salina is not just a place to live; it is a place to find belonging and thrive. It is a city that honors its history while embracing change, where community spirit runs deep and the arts, education, and industry come together to create something special. Whether you are catching a show at the Stiefel Theatre, exploring downtown, or cheering on the local sports teams at Tony's Pizza Events Center, Salina offers a lifestyle that feels both grounded in Midwest culture and in the heart of Kansas.



For more information, please visit: <https://www.salina-ks.gov/>

Procedure for Candidacy

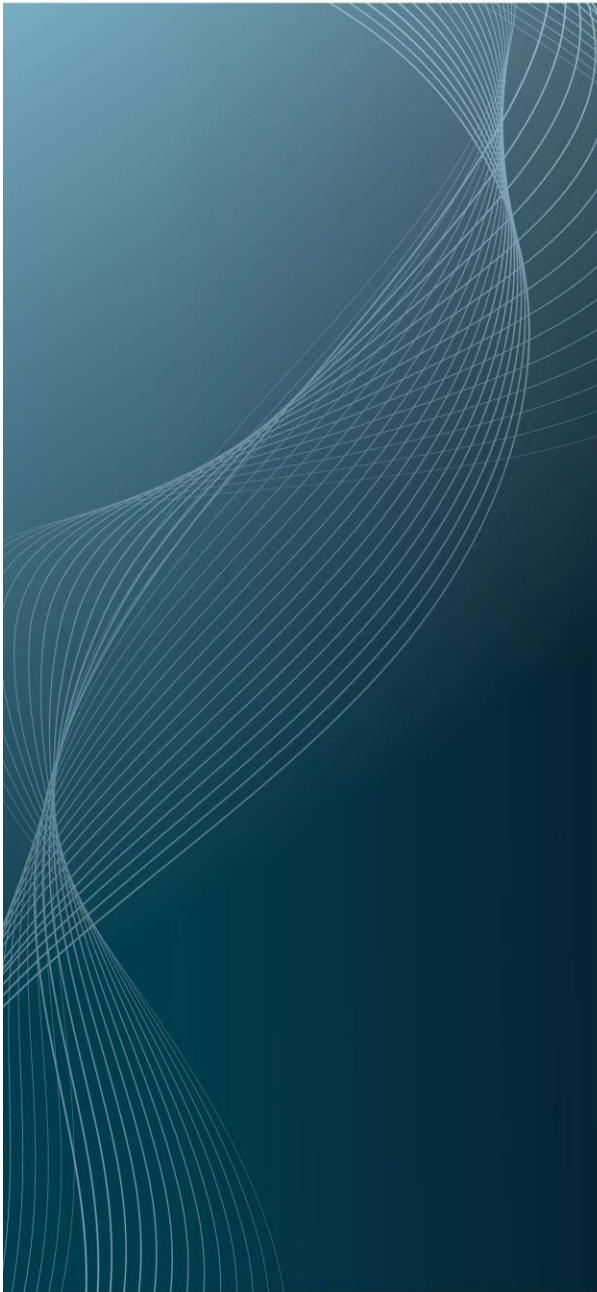
Direct all applications, nominations and inquiries to the WittKieffer consultants assisting Salina Regional Health Center with this recruitment, preferably via e-mail, to Trey Wilson at twilson@wittkieffer.com by phone, 314-754-6065.

Jim King
Senior Partner
(952) 270-3845

Trey Wilson
Consultant
(314) 754-6065

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