

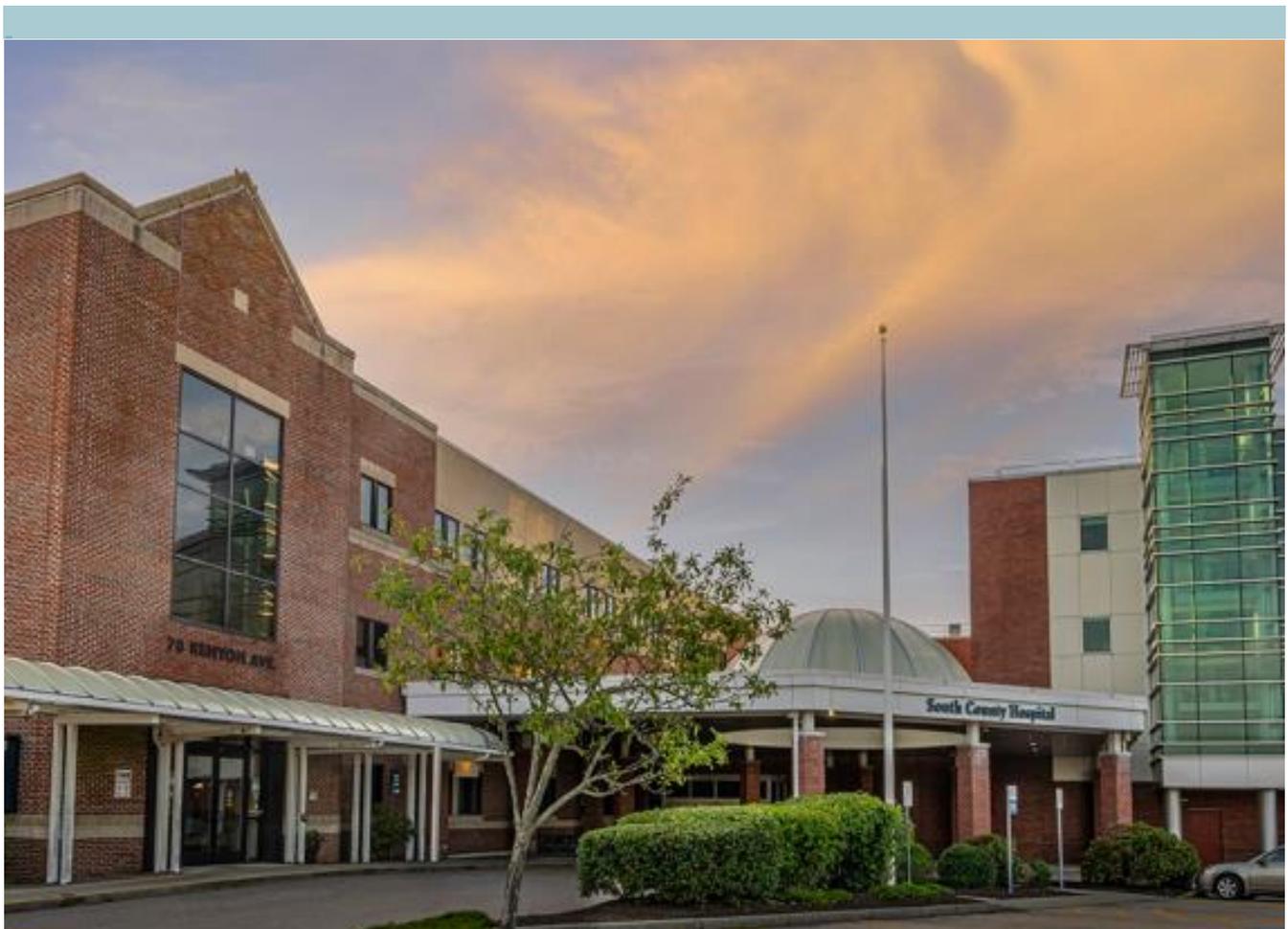
# SOUTH COUNTY HEALTH

## Chief Financial Officer

### Leadership Profile

January 2026

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## The Opportunity

South County Health (SCH), located in Wakefield, Rhode Island, just 35 miles south of Providence on the Rhode Island coast, seeks an experienced and dynamic financial executive to serve as the system's next Chief Financial Officer (CFO). The CFO will be joining a collegial and collaborative leadership team focused on market growth and efficiency efforts to ensure sustainability as the sole independent health system in the state. South County is looking for a forward-thinking, strategic CFO to help guide the system into its next era as the regional community health system of choice in Central and Southern Rhode Island.

Since 1919, South County Health has been a fixture in Southern Rhode Island. As an independent, not-for-profit provider, the system has a strong balance sheet and is \$250 million net revenue operation with its CMS 5-star, 100-bed hospital at its core in Wakefield. SCH also has its own employed provider group featuring 120 providers, servicing locations near the Connecticut border, Newport, and Warwick. Currently, there are 1,500 employees in the system, with a particular focus on delivering the highest quality care possible to all Rhode Islanders. SCH has a cohesive, collaborative, and nimble senior leadership team with a steadfast commitment to its patients and has considerable community support. SCH is a vital player in the regional health care ecosystem as it is not just the only independent health system in Rhode Island, but one of the few independent systems in New England.

Reporting directly to the Chief Executive Officer (CEO) of South County Health, the CFO will be in a strategic and vital position as the organization furthers its positioning and strengthens its operations within the local market and surrounding areas. As an integral member of the executive team, the CFO will provide leadership and financial oversight for all financial operations and be a strategic advisor to the CEO. They will have a full scope of financial responsibility, including having direct line responsibility for accounting, budget, reimbursement, financial reporting, internal audit, managed care contracting, financial planning, revenue cycle, materials management, and care management. The CFO will work closely with the Board and the finance committee. The CFO must be viewed as an approachable and visible member of the senior leadership team and will move the organization forward as the organization strategically carves a sustainable lane in a complex Rhode Island operating environment.

The ideal candidate will bring considerable healthcare finance experience and a contemporary financial mindset. They will be a gifted strategic thinker and a results-oriented problem solver. They will possess character of the highest integrity and have a strong mission-orientation. The CFO will be a proven team leader with a demonstrated track record of assessing and retaining talent to build strong a team, developing credibility with physician and staff relationships, combined with a performance-driven approach to operational and financial stewardship. Successful candidates must demonstrate the ability to motivate and influence others through inspiration, excellence, passion, and data. They should succeed in developing financial systems within a hospital/medical center where information is provided in a timely fashion and revenues and cash flows are optimized. Independent health system experience is a plus.

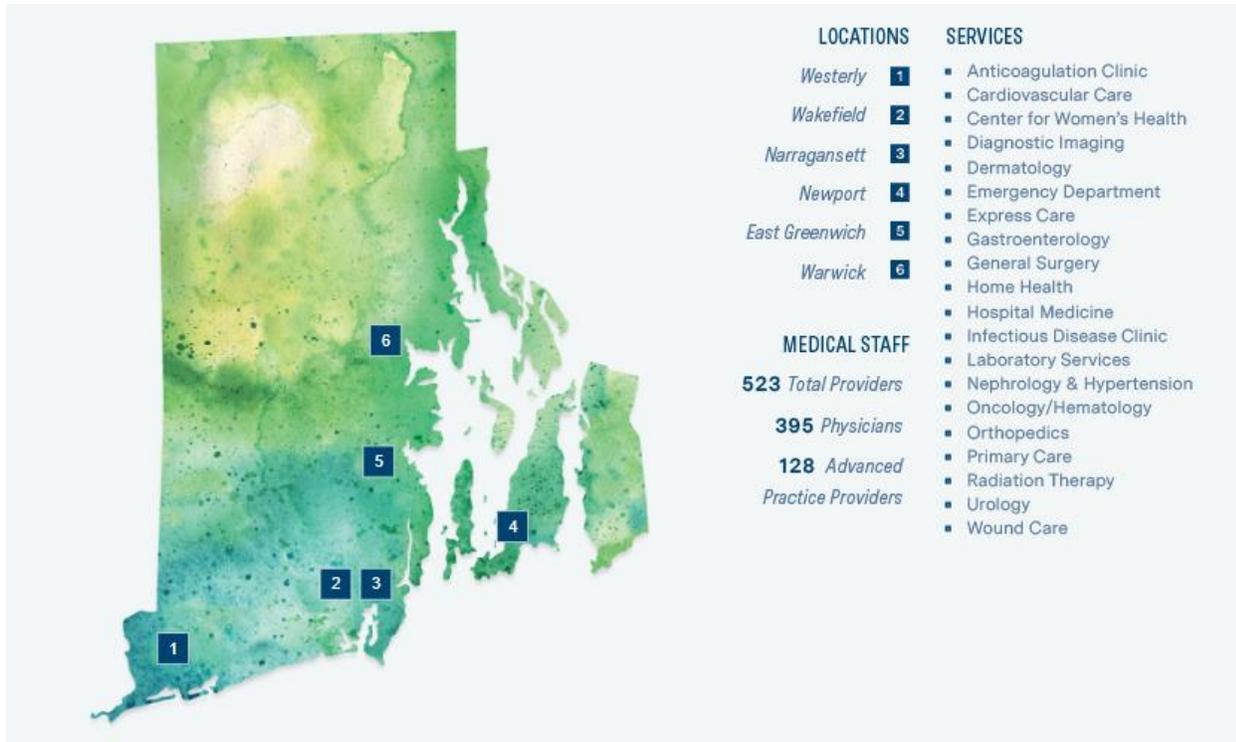
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## Organization Overview

South County Health (SCH) has established itself as the system of choice for Southern Rhode Island since its humble beginnings as a hospital cottage in 1919. Today, South County Health is a not-for-profit, independent system with a robust set of healthcare services that make it a leader in healthcare and healthcare quality in the region. At the heart of the system is South County Hospital. With 100 private beds, South County Hospital delivers care across a full range of services at the highest of levels. The hospital has been long synonymous with high-quality care, boasting a 5-Star quality rating and the only Northeast health system to have been awarded a Double 5 Star Rating by CMS. SCH has consistently been rated as a Leapfrog Safety Grade of 'A', ranking in the top 15% of hospitals nationally in patient experience, and strives for top decile performance nationally. Ever committed to innovative pathways to healthcare delivery, South County Health is a global leader in joint robotic replacements with more than 25,000 robotic procedures performed to date and over 3,000 orthopedic procedures performed annually, making SCH a statewide leader in complex orthopedic care. SCH also features an employed medical group with 120 providers. The group accounts for nearly \$25 million in net revenue and services a host of locations ranging from near the Connecticut border in Southern Rhode Island, north to Warwick, and east near Newport. The system currently generates \$247 million in operating revenue annually, with the hospital generating around \$210 million.

SCH has invested over \$40 million in facility and equipment upgrades over the last five years. The system is in the midst of a few additional facilities upgrades including current planning and construction underway for a new main hospital entrance and additional staff parking space. The new lobby and café have received their finishing touches in construction, as has the new Interventional Radiology suite and cardiac catheterization lab. Other recently completed facility projects include a new West Entrance with an outdoor seating area for staff and guests, a new large operating room, and an expanded emergency department.

The foundation, South County Health Foundation (SCHF), is an active part of the organization and supports the health system with great effectiveness philanthropically. For FY 2024, the foundation raised almost \$4.5 million coming from a variety of different avenues after its watermark performance of over \$7 million the previous year. SCHF has recently secured grateful patient donations of \$3.3 million and \$1 million and serves a community of high-capacity donors. The foundation regularly hosts special events such as a golf tournament that raised \$129,000 in FY25, networking events with community organizations, and small events in community members' homes. South County Health is served by an active Auxiliary who hosted a comedy show in FY25 and recently donated \$250,000 to the SCHF's most recent campaign. The Circle of Care raised nearly \$450,000 for the annual fund this past year as SCH partners closely with an active network of donors from the Southern Rhode Island. The communities' efforts have helped build a new cancer center, purchase a new linear accelerator and CT simulator, expand the Emergency Department, develop a new breast center, and further nurse education efforts.



**Mission**

To be Rhode Island's most trusted health partner.

**Vision**



## Values

- Integrity
- Caring
- Respect
- Excellence
- Partnerships
- Stewardship

## Services

- Primary Care
- General Surgery
- Emergency Services
- Center for Women's Health
- Urology
- Pulmonology and Sleep Medicine
- Oncology/Hematology
- Orthopedics
- Dermatology
- Nephrology and Hypertension
- Wound Care
- Surgical Services
- Hospitalist Services
- Infectious Disease
- Express Care
- Home Health
- Hospice

## Noted Awards and Honors

- Leapfrog Hospital "A" Patient Safety Score Spring & Fall 2024
- HCAHPS 5-Star Rating (2023)
- Gold Seal of Approval, The Joint Commission
- Primary Stroke Center Accreditation
- Pinnacle of Excellence (2021-2024), Press Ganey
- Advanced Total Hip and Knee Accreditation
- Baby-Friendly USA (First in R)
- Blue Distinction Center Knee & Hip Replacements

For more information, please visit: <https://www.southcountyhealth.org/>

## Position Summary

As a key member of the executive leadership team, the CFO is a highly influential executive, responsible for the overall financial management of South County Health and its affiliates, including the South County Hospital Healthcare System Endowment, South County Hospital, South County Medical Group, and South County Home Health. The Vice President, Chief Financial Officer (CFO) provides strategic financial leadership for the healthcare system and in partnership with operational and medical staff executive colleagues will restore profitability to South County Health, positioning SCH for sustainability and future organizational partnerships. With direct accountability for all financial functions of the health system, the CFO stewards the system's financial achievement as Rhode Island's Most Trusted Health Partner, delivering high-quality, patient-centered care targeting top decile performance, nationally.

Additionally, the CFO is the accountable executive for overall financial management, including financial planning, performance management, reporting, general accounting, budgeting (capital and operating), accounts payable, accounts receivable, revenue cycle, reimbursement, decision support, capital strategy, and all treasury functions. They will have executive leadership responsibility for third party payer contracting, materials management and purchasing as well as work directly with the Board Treasurer, Chair of the Finance, Investment, and Audit Committees of the Board. The CFO will critically assess all finance operations, assessing artificial intelligence and other opportunities to achieve contemporary, high performing, efficient operations aligned with best practices. They will also develop the finance leadership team to ensure essential competencies for healthcare systems of the future.

The Vice President, Chief Financial Officer will participate in the Administrator on Call rotation consistent with other members of the Executive Team.

## Reporting Relationships

Reporting to the President and CEO, direct reports include:

- Controller
- Revenue Cycle Director
- Supply Chain Director
- Decision Support and Reimbursement Director

## Responsibilities

The successful Chief Financial Officer candidate will:

### Financial Strategy & Leadership

- Lead financial planning, forecasting, and budgeting processes across the health system.
- Advise the CEO, Board of Trustees, and executive leadership on financial performance, risk, and strategy.
- Develop and implement financial policies, controls, and systems that support strategic growth and operational efficiency.

### Budget & Financial Management

- Stay abreast of developments in payment systems and models, and market forces to anticipate and prepare SCH for changing conditions.
- Oversee the development and management of the \$250 million operating budget.
- Ensure effective monitoring of budget performance and take corrective action as needed.

- Provide accurate and timely financial statements, variance reports, and dashboards.

### **Partnerships**

- Partner with SCH's CEO, representing SCH financial interests in mergers, acquisitions, and other partnership negotiations. Stay abreast of the external environment including market and regulatory developments pertinent to SCH opportunities.

### **Revenue Cycle & Reimbursement**

- Direct the revenue cycle including billing, coding, collections, and payer contract management.
- Partner with operational leadership to implement best practices that maximize point of service collections, partners with physician leadership to ensure accurate and optimal coding for services.
- Optimize reimbursement and revenue integrity in accordance with CMS, commercial payer, and managed care guidelines.
- Lead through the establishment of key performance indicators, regular, transparent reporting, and continual performance improvement.

### **Capital & Investment Oversight**

- Establish and nurture relationships with banks and other financial institutions to obtain or maintain most favorable terms for SCH's debt.
- Manage capital planning and facilitate long-term investment strategies as determined by the Investment Committee of the Board.
- Oversee financial analysis for capital projects, expansions, and acquisitions.

### **Compliance & Risk Management**

- Ensure compliance with federal, state, and local regulatory requirements, including GAAP, IRS, and CMS.
- Serve as liaison with external auditors and oversee the annual audit process.
- Evaluate financial risks and implement mitigation strategies.

### **Team Leadership & Development**

- Lead, mentor, and continually assess and develop finance department leaders including the Controller, Decision Support, Revenue Cycle, and Supply Chain Directors.
- Promote a culture of accountability, transparency, continuous improvement and partnership to build redundancy in expertise to mitigate single points of failure, addressing performance gaps.

## Goals and Objectives

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

- Be an integral and respected member of the South County Health team and be seen not just as a financial leader, but as a trusted executive leader and business partner. They will be widely viewed as a collaborative leader throughout the hospital and health system. The CFO will be the “go-to” person throughout the organization by being visible, approachable and working shoulder to shoulder with operations and clinical leaders.
- Continually identify opportunities to enhance operational efficiency, innovation, and modernize finance. This includes optimization of the revenue cycle, ensuring systems, processes, and procedures are focused on a standardized and coordinated basis. Leverage technology to improve processes and automate financial functions and tools where appropriate.
- Partner with the CEO and leadership team to develop financial strategies that will support profitable growth, including continued development and refinement of clinical service lines. They will lead financial planning and analysis and implement new financial modeling and pro-formas, as needed, to support service line excellence.
- Evaluate, develop, and implement improved financial reporting processes to ensure timely and accurate information that can be acted on for management.
- Foster a culture of service and innovation across the finance team working in close collaboration with leaders across the enterprise.
- 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.
- Understand quickly the distinctiveness of the Rhode Island local and state payor environment to implement strategies to emphasize sustainability and growth while maintaining high quality of care and reducing cost.
- Partner with clinical and operational leaders to improve performance of process flows, length-of-stay, and access initiatives to ensure high-quality care, increase efficiency, and secure optimal reimbursement.
- Develop and mentor the finance team and build a talent pipeline to ensure stable, continuous and effective leadership within the finance team.

## Candidate Qualifications

### Education/Certification

- Bachelor's degree in accounting, finance, or related field required.
- Graduate degree in business administration, health care administration, management, or related field.

### Knowledge and Work Experience

- A minimum of 10 years of experience in financial leadership within health care systems, preferably within independent systems.
- A successful record of accomplishment of enhancing overall finances, including but not limited to building balance sheets, improving bond ratings, enhancing financial metrics and improving overall financial operations.
- Demonstrated experience and success in developing and managing financial systems within a hospital/medical center where information is provided in a user-friendly, accurate, and timely fashion, and revenues and cash flows are optimized.
- Experience in the areas of finance, managed care contracting, treasury, business operations, strategic planning and board presentations.
- Successfully led cost efficiency efforts in a hospital and medical group that led to improved operating margins.
- A proven track record of success in providing financial leadership within a competitive service area and optimizing the system support structure. The CFO will have a strong aptitude for managing multiple complex projects involving multiple stakeholders, interests, and goals.
- Experience leading mergers, acquisitions, and divestitures within the healthcare market.
- Thorough knowledge of modern 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 an organization.

### Leadership Skills and Competencies

A personal presence which is characterized by integrity and honesty. Executive qualities of maturity, and poise, as well as the ability to work effectively with other members of the management team and the Board, are essential.

- An ability to collaborate effectively and earn the respect of the CEO and executive team.
- Believes in exceptional patient care, education, research, and service to the community; has a passion for excellence.
- Has the passion, desire, fire, and vision to help build an outstanding organization.
- Is able to set goals and objectives for finance, hold their team accountable, and delegate the authority and responsibility for achieving objectives; personally accepts responsibility and accountability for actions and outcomes.

- Highly approachable, visible, engaging, and open to the ideas of others.
- The ability to manage and lead an organization through periods of transformational change.
- Strong interpersonal, communication, and presentation skills with a proven ability to influence and lead teams to conclusion/decision-making.
- Proven ability to think strategically but also must be able to lead day-to-day tactical processes.

# The Community

## Southern Rhode Island

### South County

South County, Rhode Island, boasts one hundred miles of stunning coastline, offering visitors the opportunity to enjoy one of its twenty public beaches. It is roughly 30 miles south of Downtown Providence. For nature enthusiasts, there are miles of hiking and biking trails that wind through lush forests and nature preserves, leading to tranquil inlet waterways that are perfect for kayaking, canoeing, or stand-up paddleboarding. Food lovers will appreciate the region's coastal farm-to-table cuisine, as well as craft brewery and distillery tours. Thrill-seekers can challenge themselves by riding the waves at Narragansett Beach or taking a bird's-eye view of the area via helicopter. [Newport](#) and [Bristol County](#) are home to the Coastal Wine Trail, two breweries, and the only operating rum distillery in the state, providing ample opportunities to taste, swirl, and sip. Additionally, [T.F. Green International Airport](#) is only 20 minutes away and provides easy access to many parts of the country. More information about South County can be found [here](#).

### Town of South Kingstown

Located in the southern part of the state, South Kingstown is a town known for the beauty of its beaches, acres of farmlands, and historic villages, making it a destination community to live and work. The town has a unique combination of environmental and recreational attractions, including more than 10 miles of undisturbed beaches and an extensive system of parks and play fields. Additionally, the Town has nearly 11,000 acres of protected open space, representing more than 30% of 57 square miles of land area - a number that has increased significantly over the past five years, ensuring that the pristine natural resources of South Kingstown will not be compromised in the future. More information about South Kingstown can be found [here](#).

### Village of Kingston

Incorporated in 1732, and formed along a Native American trail, the Village of Kingston, within the town of South Kingstown, Rhode Island, was originally named "Little Rest." In 1974, Kingston Village was placed on the National Register of Historic Places. Today, residents and visitors can enjoy a largely unchanged environment, including more than forty historic structures that largely retain their original appearance. Kingston is also home to the University of Rhode Island. More information about the Village of Kingston can be found [here](#).



## Procedure for Candidacy

Please direct all nominations and applications to Donna Padilla, Tom Quinn, and Trey Wilson through the WittKieffer Candidate Portal by clicking [here](#). Candidates can also find this portal via the WittKieffer website at [www.wittkieffer.com](http://www.wittkieffer.com) and select the "Become a Candidate" button.

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