



Chief Financial Officer

Leadership Profile

May 2026

Prepared by Luke Morris and Stephanie Ikediobi



Contents

The Opportunity	1
Organization Overview	2
Position Summary	5
Goals and Objectives	7
Candidate Qualifications	8
The Community	9
Organizational Chart	10
Procedure for Candidacy	11

The Opportunity

Summit Healthcare seeks an experienced, strategic financial executive to serve as the organization's next Chief Financial Officer (CFO). This is an outstanding opportunity to serve as the lead financial executive for an independent, mission-driven health system focused on expanding access and delivering high-quality care to the rural population of Northeastern Arizona.

Based in Show Low, Arizona, Summit Healthcare is an independent, not-for-profit health system that employs approximately 1,500 team members, generates over \$300 million in net revenue with a strong positive margin, and serves as the region's primary provider of acute and specialty care. The system is anchored by Summit Healthcare Regional Medical Center, a 101 licensed-bed acute care hospital offering a 24-hour emergency department, intensive care, surgical services, diagnostic imaging, and inpatient and outpatient care, and is supported by a growing medical group and outpatient clinic network, positioning the organization for continued growth and long-term sustainability.

Reporting directly to the CEO, the CFO will lead the health system's financial operations and performance, overseeing finance, accounting, treasury, reimbursement, payer contracting, and revenue cycle strategy. The CFO will serve as a key advisor to senior leadership and the Board of Directors and will play a central role in shaping and executing the organization's short- and long-term strategic priorities.

Key responsibilities for the CFO include strengthening financial transparency and reporting, maximizing revenue growth through proactive payer negotiations and service line optimization, developing and managing operating and capital budgets, and supporting data-driven strategic decision-making. The CFO will partner with executive leadership and the Board to evaluate growth opportunities in core service lines while supporting Summit Healthcare's mission to provide exceptional and compassionate care close to home to the residents of the White Mountains.

The CFO must be a hands-on, collaborative leader with demonstrated experience in assessing and strengthening financial infrastructure, improving revenue cycle performance, and enhancing cost accounting and service line profitability. The ideal candidate will be a strategic and results-oriented financial leader with the ability to balance operational execution with sustainable strategy.

This role presents a compelling opportunity for a proven financial leader to make a meaningful, lasting impact within a mission-driven, community-focused health system. The successful candidate will bring the judgment, credibility, and executive presence needed to guide Summit Healthcare through its next phase of growth while ensuring long-term financial strength, accountability, and alignment with the organization's commitment to high-quality, accessible care for the communities it serves.

Organization Overview



Summit Healthcare was formed to meet the healthcare needs of the White Mountains of Northeastern Arizona and has served the region for more than 50 years, reflecting the strong community-centered mission on which the organization was founded. Established in 1970, Summit Healthcare is an independent, not-for-profit health system headquartered in Show Low, Arizona, serving more than 90,000 permanent and seasonal residents across a largely rural, 3,000-square-mile area spanning Navajo and Apache counties. The system employs more than 1,500 team members and functions as the region's primary provider of acute and specialty medical care.

At the heart of the system is Summit Healthcare Regional Medical Center, a 101 licensed-bed acute care hospital located in Show Low. The medical center provides a full-service, 24-hour emergency department, intensive care, surgical services, diagnostic imaging, and both inpatient and outpatient care. As the sole community hospital in the region, Summit Healthcare Regional Medical Center plays a critical role in delivering high-quality care close to home for White Mountains residents.

Summit Healthcare offers a comprehensive range of specialty services, including cancer care with medical and radiation oncology, cardiology and cardiac catheterization, orthopedics and bone and joint care, general and minimally invasive surgery, obstetrics and women's health, pediatrics, neurology, pulmonology, urology, wound care and hyperbarics, pain management, diagnostic imaging, and rehabilitation services such as physical, occupational, and speech therapy. Many of these services reflect clinical capabilities more commonly found in larger metropolitan health systems.

The organization also operates a growing medical group and outpatient clinic network, with primary care and specialty clinics located throughout the service area, including Show Low, Pinetop-Lakeside, Snowflake-Taylor, Heber-Overgaard, and St. Johns. This network includes family medicine, women's health, specialty services, and urgent care access, with several clinics designated as Rural Health Clinics to better support underserved communities and improve continuity of care.



Mission

Trusted to deliver exceptional, compassionate care close to home.

Vision

To be the healthcare system of choice.

Values

- Quality and Safety
- Accountability
- Respect
- Teamwork
- Communication

Financial Data

Summit Healthcare	Preliminary FY2025	Audited FY2024
<i>Financial Data (Consolidated)</i>		
Revenues		
Net Patient Revenues	\$304,424,688.49	\$292,307,449.00
Non-Patient Revenues	\$9,012,333.71	\$8,427,059.00
Total Revenues	\$313,437,022.20	\$300,734,508.00
Expenses		
Salary & Benefit Costs	\$111,469,120.00	\$114,095,360.00
Supplies, Pro Fees & Other	\$155,904,428.00	\$150,657,475.00
Interest Expense	\$2,731,446.73	\$3,771,899.00
Depreciation & Amortization	\$16,770,890.54	\$18,244,700.00
Total Expenses	\$286,875,885.20	\$286,769,434.00
Net Income on Operations	\$26,561,137.00	\$13,965,074.00
<i>Operating Data</i>		
Operating Beds	101.00	101.00
Average Daily Census	60.40	58.10
Admissions	6602.00	6350.00
Patient Days (excludes Nursery)	21110.00	20144.00
Births	647.00	767.00
Inpatient Surgeries	1550.00	1504.00
Outpatient Visits (Non-ER)	83827.00	87428.00
Emergency Room Visits	30794.00	31912.00

ALOS – Medicare	1.69	1.62
ALOS – Hospital Wide Adults	3.13	3.05
Total FTEs (worked)	929.76	876.68
Total FTEs (paid)	1026.03	1021.59
Case Mix Index, Adult	1.27	1.30
FTEs/AOB	4.55	4.31
<i>Other Data</i>		
<i>Payer Mix</i>	%	%
Medicare Traditional & Managed	54.00%	53.00%
Medicaid Traditional & Managed	19.00%	22.00%
Commercial/Managed Care	24.00%	22.00%
Self-Pay	3.00%	3.00%
Percentage IP Business (hospital)	26.79%	24.49%
Percentage OP Business (hospital)	73.21%	75.51%
<i>Balance Sheet (Consolidated)</i>		
Long-Term Debt	\$42,909,515.18	\$53,430,461.00
Days Cash on Hand	121.60	113.79
Days in A/R	47.36	67.87

Position Summary

As a key member of the Summit Healthcare Executive Leadership Team, the CFO provides strategic financial leadership and oversight for the organization's financial operations. The CFO directs all financial planning, budgeting, reporting, forecasting, revenue cycle management, materials management, and care resource management activities to ensure the organization's financial stability and long-term sustainability.

Reporting Relationships

Reporting to the CEO, direct reports include:

- Controller
- Materials Management Director
- Case Management Director
- Senior Director of Revenue Cycle
- Accounting Manager

Responsibilities

The successful Chief Financial Officer candidate will:

Financial Leadership & Reporting

- Prepare, analyze, and present comprehensive monthly financial reports for the Board of Directors, including balance sheets, income statements, cash flow reports, and related analyses.
- Direct all treasury, banking, and investment activities, including oversight of checking accounts, debt instruments, credit facilities, and banking relationships.
- Oversee the preparation and submission of all required annual financial reports, including:
 - Capital budget (July–October)
 - Operating budget (July–October)
 - Rate review package (October–March)
 - Annual financial audit (December–March)
 - Medicare cost reports (February–March)
 - Arizona Department of Health Services Uniform Accounting Report (April)
- Ensure adequate insurance coverage is maintained for the organization, with appropriate documentation and risk management controls in place.
- Participate in departmental, interdisciplinary, and hospital-wide meetings, forums, education sessions, and seminars.
- Review and update departmental and hospital-wide policies and procedures on an annual basis.
- Make decisions within established organizational policies, operating guidelines, and applicable regulatory and legal frameworks.
- Maintain accountability for:
 - Operating and capital budget preparation and compliance
 - Stewardship and control of capital assets
 - Long-range operational planning
 - Long-range strategic and financial planning

Accounting, Finance & Revenue Cycle Oversight

- Provide executive oversight of all accounting, finance, cash office, payroll, accounts payable, general ledger, patient accounting, and revenue cycle functions.
- Direct patient accounting, billing, collections, and cash posting activities to ensure accuracy, compliance, and maximized reimbursement.
- Lead payroll and timekeeping functions organization-wide, ensuring timely, accurate, and compliant processing.
- Identify and resolve revenue cycle and patient accounting performance issues to support cash flow and financial sustainability.
- Oversee preparation, analysis, negotiation, and monitoring of all third-party and managed care contracts.

Operational & Clinical Support

- Oversee Admissions (inpatient and outpatient) and Utilization Review functions.
- Direct Health Information Management (HIM) activities to ensure regulatory compliance and data integrity.
- Provide oversight of Materials Management and inventory control systems to ensure cost-effective supply chain operations.
- Oversee Accountable Care Organization (ACO) and Clinically Integrated Network (CIN) financial and operational functions.
- Lead the development, monitoring, and reporting of quality assurance measures, annual goals, and departmental objectives for areas of responsibility.

Strategy & Cross-Functional Collaboration

- Partner closely with the Chief Executive Officer on all financial and operational matters, including:
 - Staffing models and FTE requirements supported by bi-weekly productivity reporting
 - Equipment acquisitions and capital investments, including feasibility studies
 - Salary, wage, and benefits programs
 - Hospital insurance programs
 - Overall organizational financial performance and strategy
 - Coordination and support of the Board of Directors' Finance Committee
- Collaborate with the Executive Leadership Team on policy development, program implementation, and resolution of personnel-related matters.
- Work directly with all department leaders to provide financial guidance, analysis, and operational support.

People Management

- Establish and maintain high standards of professional conduct, service excellence, and leadership behavior consistent with organizational Service Standards.
- Promote patient safety as a foundational value in all areas of responsibility.
- Serve as acting Chief Executive Officer during extended absences of the CEO, as required.

Goals and Objectives

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

- Establish personal and professional credibility while earning the trust and respect of senior leadership, peers, and their teams. Serve as a visible, collaborative member of the executive leadership team and actively champion the mission, values, and strategic priorities of Summit Healthcare.
- Provide steady, confident, and optimistic financial leadership to restore organizational confidence and align leaders and staff around Summit Healthcare's mission and long-term vision.
- Set a leadership tone that is transparent, collaborative, and solution-oriented, fostering a culture of continuous improvement, growth, and shared accountability for the financial integrity and strength of the organization.
- Develop and maintain highly effective working relationships with the Board of Directors and the Finance Committee, presenting financial information in a clear, concise, accurate, and transparent manner to support informed decision-making.
- Serve as a mentor and coach to the finance team, developing talent and building a high-performing organization through clear expectations, professional development, and accountability for results.
- Maximize revenue opportunities by proactively renegotiating payer rates, securing favorable contracts, and identifying new revenue sources, shifting the organization's financial focus from reactive cost reduction to comprehensive and sustainable revenue capture.
- Partner with executive leadership and the Board to identify, evaluate, and expand profitable and mission-aligned service lines that support long-term growth and community needs.
- Conduct detailed service-line and profit-and-loss (P&L) analyses to clearly define revenue producers, cost centers, and growth opportunities across clinical programs, including oncology, orthopedics, pediatrics, and other key service areas.
- Lead the development and implementation of reliable, timely financial and operational reporting, including key performance indicators, dashboards, and disciplined monthly close processes.
- Strengthen cost accounting methodologies and reporting structures to ensure data accuracy, enhance credibility, and provide meaningful insight for operational and strategic decision-making.
- Collaborate across departments to align financial data with operational performance, ensuring leaders have timely, actionable insights to drive improvement and accountability.
- Identify and resolve root cause revenue cycle performance issues, working closely with Ensemble, enforce accountability of revenue cycle management vendors, and lead the development of the organization's long-term revenue cycle strategy.
- Develop and communicate comprehensive financial strategies supported by contingency planning to mitigate risk and effectively navigate regulatory, reimbursement, and legislative changes.

Candidate Qualifications

Education/Certification

- Master's degree in Accounting, Finance, or related field required.

Knowledge and Work Experience

- Significant executive-level finance leadership experience within a nationally recognized healthcare organization demonstrating strong quality outcomes, sustainable growth, and long-term financial stability.
- Minimum of 3–5 years of progressive healthcare finance experience required.
- Senior-level hospital or system CFO experience strongly preferred.
- Experience in rural and/or independent healthcare organizations preferred, with demonstrated success operating in rural environments.
- Deep expertise in hospital and health system finance, including reimbursement methodologies, payer contracts, revenue cycle performance, capital planning, budgeting, pro formas, and financial forecasting.
- Comprehensive understanding of healthcare regulatory requirements, compliance standards, and financial reporting obligations at the federal, state, and local levels.

Leadership Skills and Competencies

- Provides enterprise-wide financial leadership with strong general management capabilities and operational understanding across clinical and administrative functions.
- Proven service-oriented leader with experience in strategic planning, program development, performance optimization, and team development.
- Highly effective communicator with strong executive presence. Adept at engaging Boards, senior leaders, physicians, employees, and community stakeholders.
- Advanced critical thinking, analytical, and problem-solving skills with the ability to translate complex financial data into actionable business insights.
- Strong organizational and time-management skills, including the ability to prioritize competing demands and lead multiple initiatives simultaneously.
- Self-directed, results-driven leader with a strong foundation in accounting, committed to continuous improvement, accountability, and operational excellence.

The Community

Show Low, Arizona



Located in Arizona's high country, Show Low offers a distinctive blend of mountain living, four-season recreation, and close-knit community charm. Situated at an elevation of more than 6,300 feet, Show Low provides a refreshing alternative to the desert climate while remaining easily accessible to Phoenix and Tucson. Known for its clean air, scenic landscapes, and relaxed pace of life, Show Low appeals to individuals and families seeking balance, connection, and a strong sense of place away from the congestion of major metropolitan areas.

Show Low's roots trace back to frontier history and Navajo County's early settlement, and while the town has grown and modernized, it has retained its welcoming, community first character. Residents enjoy a lifestyle centered around outdoor recreation, family, civic pride, and shared stewardship of the surrounding natural beauty.

Population and Community

The City of Show Low serves as a regional hub for the White Mountains, supporting a year-round population of approximately 12,000 residents and a larger seasonal population that increases during the summer months. Despite its role as an economic and healthcare center for the region, Show Low maintains a small-town atmosphere where people know one another and community involvement is highly valued.

The local economy is supported by healthcare, education, government, tourism, retail, and small businesses, with steady growth driven by retirees, families, and professionals relocating for quality of life. Community events, local festivals, and volunteerism foster strong connections among residents and reinforce Show Low's reputation as a place where people invest in one another.

Attractions and Points of Interest

- Show Low Lake and Fool Hollow Lake Recreation Area offer year-round outdoor activities, including fishing, kayaking, camping, hiking, and wildlife viewing. These lakes are popular gathering spots for residents and visitors alike, providing peaceful settings for family outings and community recreation.
- Apache-Sitgreaves National Forests surround the area with expansive pine forests, trails, and scenic vistas. Hiking, mountain biking, horseback riding, and winter snow play are all easily accessible, making outdoor living a central part of the community's lifestyle.

- The Show Low Historical Society and Museum preserves the area’s rich heritage, showcasing exhibits that highlight early settlers, ranching history, and the development of the region.
- Northland Pioneer College serves as an educational and cultural anchor for the region, offering academic programs, workforce development, and community enrichment opportunities.
- The Deuce of Clubs, Show Low’s historic main thoroughfare, features local shops, restaurants, and gathering spaces that reflect the city’s blend of history and modern amenities.
- Annual community events and festivals, including summer celebrations and holiday gatherings, draw residents together and attract visitors from across the White Mountains.

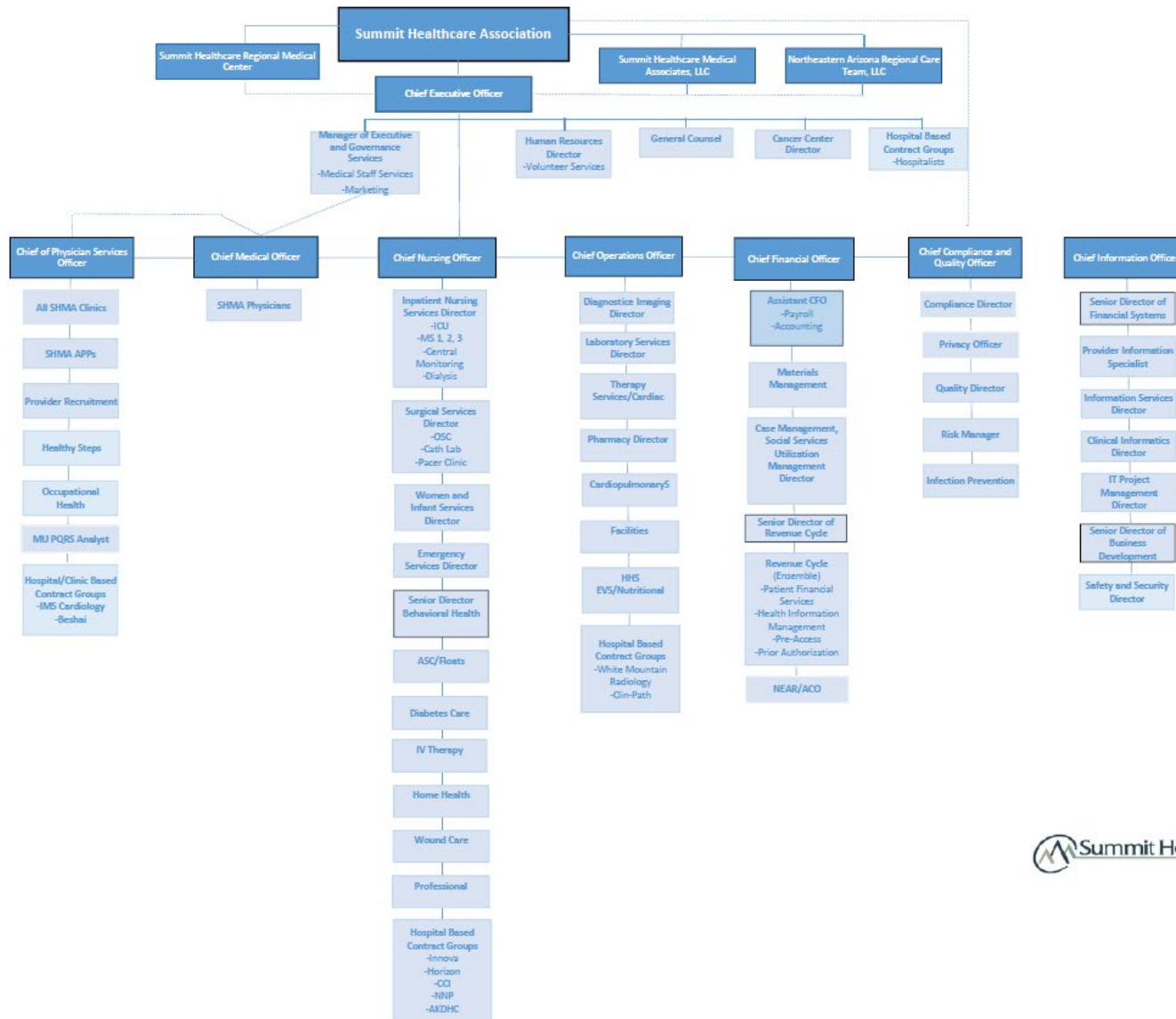
White Mountain family friendly amenities such as parks, sports facilities, and youth programs contribute to the area’s appeal as a welcoming place to raise a family or enjoy a slower, more connected lifestyle.



Show Low offers something for everyone—from outdoor enthusiasts and young families to seasoned professionals and retirees. With its natural beauty, strong community values, and role as a regional center for healthcare and services, Show Low presents a unique opportunity to enjoy a fulfilling personal and professional life in one of Arizona’s most scenic and welcoming regions.

For more information, please visit: <https://www.showlowaz.gov>

Organizational Chart



1.13.26

Procedure for Candidacy

Please direct all nominations and applications to Luke Morris and Stephanie Ikediobi through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

Luke Morris Principal, Healthcare (949) 797-3527	Stephanie Ikediobi Senior Associate, Healthcare 630-575-6164
---	---

Summit 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.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Summit Healthcare documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were attained from Summit Healthcare and/or are owned by Witt/Kieffer Inc. via Getty Images.



WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

Visit [WittKieffer.com](https://www.wittkieffer.com) to learn more.

WittKieffer