



Vice President, Chief Financial Officer

Leadership Profile

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WittKieffer

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The Opportunity

Sierra View Medical Center (SVMC) seeks a dynamic, accomplished executive to serve as its next Vice President, Chief Financial Officer (CFO). This is a unique opportunity to take this independent, distinguished community healthcare system to the next level of impactful and high quality health services. The organization maintains a good financial standing with a recent A rating from Fitch, a strong balance sheet and positive reputation in the community as a quality hospital.

SVMC is the premier nonprofit healthcare system serving the residents of the Southern Sequoia region of Tulare County in Central California. Its mission is to meet the healthcare needs of the District residents through high quality care, affordability, and excellent patient experience. Located in the foothills of the Sierra Nevada mountain range in Porterville, California, SVMC has grown into a 167 licensed-bed, acute-care hospital with cutting edge acute and sub-acute services, outpatient locations, imaging, and specialty facilities. Operating under the Sierra View Local Healthcare District, the system is governed by an elected board of directors made up of five members.

The next CFO will be joining SVMC at a critical and exciting time in the organization's history as the hospital is in the process of continuing to improve safety, quality, experience and access to great care. SVMC's collaborative medical staff and leadership team is working to improve efficiency and operating margin that will build upon their foundation of success and provide sustainability for years to come.

The complexity of SVMC allows the next CFO to be involved in a variety of financial and operational decisions. This new leader will be responsible for guiding the financial strategy of the organization while optimizing financial operations through budgeting, forecasting, data and analytics, and decision making tools. Partnering closely with the CEO and senior leadership team, the CFO will have responsibility for strategic planning, master campus and capital planning, policy formation, continuous quality improvement and healthcare affordability.

SVMC is a pillar of the community and the CFO must appreciate the importance the facility is to the health and wellness of the communities served. The next CFO will need to bring a balance of operational and strategic finance, expertise in leveraging technology and data analytics, and the ability to assess the current state of the finance department and identify opportunities for efficiencies and improvement. Candidates should have significant financial leadership experience in a hospital and/or health system. The next CFO will bring a leadership style aligned with SVMC's mission and values while embracing and building upon the supportive and collaborative culture of the organization.

Organization Overview



Since its opening in 1958, Sierra View Medical Center has grown to become a 167-bed, full service acute care facility located in Porterville, California. With nearly 850 employees servicing the Southern Sequoia region of Tulare County in

Central California, SVMC is the pre-eminent healthcare provider in the area providing excellent health care services in a compassionate environment.

The 167-bed hospital is comprised of 132 acute care beds and skilled nursing facility with 35 beds, in addition to primary and specialty outpatient clinics. SVMC features the latest in stroke care and is certified by The Joint Commission as an Advanced Primary Stroke Care Center and offers specialty heart care services at the Cardiac Catheterization Lab.

SVMC's primary and specialty outpatient clinics and programs include: The Roger S. Good Cancer Treatment Center, the Urology Clinic, Wound Healing Center, Physical Therapy, Intensivist Critical Care programs, and adult and pediatric hospitalist programs. SVMC has partnership affiliations with Valley Children's Medical Center, Keck USC School of Medicine, and Healogics.



The hospital also features a Graduate Medical Education (GME) Internal Residency Program, and a Vizient/AACN Nurse Residency Program. These programs present diverse population of patients to resident physicians and provides them with cutting-edge knowledge and expertise necessary to provide patient-centered, evidence-based care in a wide array of practice settings. SVMC's culture of compassion, collaboration, accountability, integrity and respect will help train future physicians and leaders who will provide exceptional care to all patients, achieve optimal clinical outcomes, and be part of the future of healthcare.

The Sierra View Local Healthcare District is guided by a publicly elected, five-member Board of Directors. Monthly meetings are held to vote on District matters, discuss the current state of the hospital and receive both employee and community feedback. The public is invited to the board's regularly scheduled meetings.

Recent Recognitions

SVMC is proud of the high quality and compassionate care provided to members of its community. The medical center has been recognized in several areas:

- **Baby-Friendly Designation:** SVMC is the only hospital in the South Central Valley to be designated as 'Baby Friendly'. Baby Friendly is a World Health Organization (WHO) and United Nations International Children's Emergency Fund (UNICEF) supported initiative that encourages best infant feeding practices with a strong emphasis on increasing exclusive breastfeeding rates in the hospital setting.



- The SVMC **Wound Healing Center** was awarded the **2022 Center of Distinction Award by Healogics**, the nation's largest provider of advanced wound care services. The Center of Distinction Award is awarded to wound care centers that achieve or exceed outstanding clinical and operational outcomes for twelve consecutive months. This award demonstrates the Wound Healing Center's continued and consistent commitment to patients and hospital partners focusing on patient experience.
- In **2023**, SVMC has received the **American Heart Association's Get With The Guidelines® - Stroke GOLD PLUS quality achievement award** for its commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines, ultimately leading to more lives saved and reduced disability. Sierra View Medical Center also received the **American Heart Association's Target: Type 2 Diabetes Honor Roll**. Target: Type 2 Diabetes aims to ensure patients with Type 2 diabetes, who might be at higher risk for complications, receive the most up-to-date, evidence-based care when hospitalized due to stroke.
- SVMC was awarded the **Joint Commission's Gold Seal of Approval®** in 2021 for their quality and safety standards and now also holds **Advanced Primary Stroke Center Certification**.



Financials

Sierra View Medical Center	Preliminary FY2023	Audited FY2022
Financial Data (Consolidated)		
Revenues		
Net Patient Revenues	145,232,073	154,472,339
Non-Patient Revenues	8,683,541	7,017,084
Total Revenues	153,915,614	161,489,423
Expenses		
Salary & Benefit Costs	87,780,230	81,061,994
Supplies, Pro Fees & Other	71,904,290	77,224,828
Interest Expense	1,039,272	1,117,547
Depreciation & Amortization	10,897,082	10,772,071
Total Expenses	171,620,874	170,176,440
Net Income on Operations	(17,705,260)	(8,687,017)
Operating Data		
Operating Beds	119	119
Average Daily Census	57.88	69.94
Admissions	5,362	5,634
Patient Days (excludes Nursery)	21,128	25,528
Births	1,318	1,301
Inpatient Surgeries	1,227	1,194
Outpatient Visits (Non-ER)	116,544	112,317
Emergency Room Visits	40,335	37,177
ALOS – Medicare	4.75	5.64
ALOS – Hospital Wide Adults	3.93	4.52
Total FTEs	889.93	911.49
Case Mix Index, Adult	1.37	1.44
FTEs/AOB	5.25	5.21
DPSNF Operating Beds	35	35
DPSNF Average Daily Census	32.20	32.21
DPSNF Patient Days	11,752	11,756
Other Data		
Payer Mix		
	%	%
Medicare Traditional & Managed	38.19%	40.17%
Medicaid Traditional & Managed	41.93%	38.43%
Commercial/Managed Care	19.44%	20.70%
Self-Pay	0.44%	0.70%
Percentage IP Business (hospital)	43.01%	48.78%
Percentage OP Business (hospital)	56.99%	51.22%
Balance Sheet (Consolidated)		
Long-Term Debt	49,408,239	54,895,690
Days Cash on Hand	334	383
Days in A/R	65	66
Bond Rating	Fitch Ratings A	Fitch Ratings A

Mission, Vision and Values

Mission Statement

Sierra View Medical Center promotes health and ensures access to high quality health care services. This will be achieved:

- Through partnerships and collaborations
- By being a good steward of resources to ensure it can continue to meet the health needs of the community

Vision

Strengthen the quality of life through the delivery of integrated health care programs and services that promote access, care coordination and patient care experience.

Values Statement

- **Compassion:** Caring from the heart
- **Collaboration:** Partnering for a common purpose
- **Accountability:** Accepting ownership of our actions
- **Integrity:** Inspiring trust and honesty
- **Respect:** Embracing and appreciating others

For more information about Sierra View Medical Center, please visit: <https://www.sierra-view.com/>

Position Summary

The Vice President, Chief Financial Officer is responsible for leading and directing the overall financial operations of the hospital.

Reporting Relationships

Reporting to the CEO, the position is also responsible for strategic planning, policy formation, continuous quality improvement, and senior level coordination of hospital activities. This position provides oversight for all financial departments, inclusive of Accounting, Patient Financial Services, Managed Care Contracting, Financial Planning, Patient Access, Health Information Management, and Information Technology.

Responsibilities

The successful Vice President, Chief Financial Officer candidate will:

- Provide oversight, direction, and leadership to the Organization's Financial departments, inclusive of Accounting, Patient Financial Services, Managed Care Contracting, Financial Planning, Patient Access, Health Information Management, and Information Technology. Establishes not less than annual goals for these departments based upon the Organization's strategic initiatives and other needs. Initiates development of financial policy and procedures for contract management, materials acquisition, cash and investment management, and collection activity on patient accounts.
- Oversee the development and submission of the annual operating and capital budgets. Establish goals for income and expenses, profitability, productivity, rates, costs, and performance improvement priorities. Provide for capital expenditures for at least a 3-year period including the year for which operating budget is specified.
- In conjunction with the CEO and other Senior Staff, develop a vision for the Organization that is stated in a long-range strategic plan, to include growth opportunities, opportunities for improvement, and other factors that may affect the future of the Organization.
- Provide consultation and timely advice to the CEO as needed on strategic and other pertinent items of information relating to the Organization's Financial operations.
- Provide appropriate communication to Staff, Management, and Board on pertinent information to assist in the successful management of the Organization's assets.
- Provide for sources of financing for each Capital Expenditure and master plan activity.
- Determine that objectives in assigned areas are being fulfilled by review, contact with managerial and other staff, periodic reports, and other means.
- Perform evaluations and salary planning for Management Staff in reporting departments. Assist Managers in the resolution of conflicts that may arise.

- Provide insight and initiate product line evaluation as needed to expand, consolidate, or divest services.
- Provide annual investment report to the Board of Directors and ensure investments are in accordance with District policy.
- Provide reports as needed to Revenue Bondholders and Credit Rating Agencies.
- Actively participate in achieving and maintaining department compliance with all state, federal and third party regulatory agency standards. Accountable for maintaining financial departments at "Survey Ready" status at all times.
- Demonstrate continuous improvement in measures specific to your departments that benchmark the Organization's performance against national standards. Ensure appropriate reimbursement for the Organization.
- Where applicable, ensure compliance with Organization's policies, regulatory and statutory standards, Title 22, TJC, Medicare, and Medi-Cal regulations.
- Participate in regularly scheduled Organizational meetings and ongoing Education designed to improve individual competence.
- Participate in annual audit conducted by independent auditor.
- Participate in continuous Quality Improvement activities, and support staff involvement in Organization's Quality Improvement Teams.
- Documentation reflects compliance with established Hospital policies and procedures.
- Ensure highest quality customer service to patients, visitors, physicians, and co-workers through positive, courteous interactions and compliance with applicable customer service performance standards.
- Treat every person in the Organization with dignity, courtesy, respect, concern, and hospitality regardless of race, ethnicity, or sociological background in order to promote both positive human interactions and compliance with equal opportunity laws.
- Serve as Treasurer of Board of Directors; responsible for safekeeping and proper disbursement of District funds.

Goals and Objectives

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

- **Serve as a strategic finance leader and trusted partner.** Gain the respect of the CEO, vice presidents, medical center leadership, clinical caregivers and the medical staff through an inherent understanding of strong financial strategy and operations. Appropriately balance financial stewardship with overall medical center strategies and priorities in concert with Senior Leadership.
- **Be an effective resource to the senior leadership team and Board of Directors.** Effectively guide the organization on all financial matters. Serve as a trusted resource to the Board, and other important committees providing timely, reliable, and effective information. It is critical that the CFO be known as someone who shares financial information in a transparent, succinct and accurate manner.
- **Bring financial and operating rigor to SVMC.** Develop financial strategies and engage in successful negotiations that will support cost management and profitable growth in existing and new partnerships. Review all current financial and business processes throughout the medical center, with the goal of maximizing performance improvement while ensuring delivery of quality care. Provide insightful leadership to create standardized processes. Endorse financial plans that ensure that the medical center is positioned for optimal performance by encompassing a combination of revenue growth and improved efficiencies. Enhance business intelligence and decision support capabilities to provide better information in making difficult choices.
- **Provide effective leadership.** Retain high performing talent and recruit exceptional leadership as needed to build an effective team. Evaluate the bench strength of the existing finance team and identify opportunities to support and develop team members through leadership, appropriate structure, mentoring, and training opportunities. Ensure that a strong, high performing, collaborative team is in place and build a culture of accountability and trust.
- **Improve the financial health of the organization.** Prioritize areas of opportunity and leverage creative financial strategies. Bring depth and breadth of experience to support cost reduction strategies, revenue capture/optimization strategies, growth strategies, and capital planning and allocations.
- **Create accountability through metrics and user-friendly dashboards.** Ensure transparency of appropriate operating metrics are available to the organization and its leadership team, allowing leaders accountability for the financial performance of their areas. Ensure leadership can monitor financial performance of the organization with real-time data that can be easily communicated.
- **Provide sustainability for the district and the medical center.** Evaluate opportunities to reduce the organization's risk profile, improve payor mix and length of stay, and protect the financial integrity of SVMC.

Candidate Qualifications

Education/Certification

- A Master's Degree in Business Administration, Finance, Accounting or related field is required.
- A CPA is required.

Knowledge and Work Experience

- Minimum of 10 years progressive healthcare finance experience; experience in public district hospitals is preferred.
- Minimum of five years healthcare finance leadership experience.

Leadership Skills and Competencies

- A team player with a collaborative style, strong service mentality and able to roll up sleeves and do the work when needed. Welcomes and promotes diversity in the organization.
- Strong analytical skills and experience interpreting a strategic vision into an operational model. Experience driving accountability and performance management programs and initiatives.
- A proven track record of leading projects and teams as well as excellent project management skills and experience managing multiple priorities.
- Strong commitment to developing team members. A manager with integrity and a desire to work in a dynamic, mission-driven environment. Holds team members accountable for deliverables.
- A collaborative style that is able to effectively balance the mission of the organization and a need for bottom line results; creative and able to be courageous in tackling difficult financial/organization issues.
- Excellent written and verbal communication skills with the ability to translate complex financial issues into comprehensible and executable ideas and expectations.
- Innovative thinker, likes to create, build and fix problem areas as this is not a maintenance role, but one that requires thoughtful, positive motivation to create new financial systems and processes.
- Visible, accessible and approachable. A strong collaborator who is able to relate effectively to all levels of staff, management, executive team and board.
- Possesses strong strategic as well as tactical skills. A proven leader, capable of developing and disseminating the vision of finance, while at the same time, having a hands-on approach to execute that vision.

The Community

Porterville – Central Valley, California

Porterville is a vibrant city full of history and small town charm with an array of activities for residents and their families to enjoy year round. The town is located in Central California, where a day trip can take you to larger cities such as Los Angeles and San Francisco to the north and south, the Pacific Ocean to the west, and just five minutes from the glorious mountains to the east. With a low cost of living, Porterville experiences sunshine the majority of the year and has grown to become a city with unique vitality.

Porterville's downtown area is filled with unique boutique retailers, antique stores, restaurants, a multicultural art center and beautiful historical downtown murals. The area is home to many parks, golf courses, trails, and a large man-made body of water, Lake Success, that when in season offers a great deal of recreational activities.



Porterville is considered the gateway to the Sequoia National Forest and the Sequoia National Monument with some of the biggest trees in the world, creeks, rivers, world class rock climbing, and numerous places to camp, hike and fish.

There are numerous events offered throughout the community year-round. Some of these include the annual Spring Festival held each April, the Veterans Day/Homecoming Parade, a community-supported country fair and various cultural offerings including California's longest-running community theater – Barn Theater featuring live dramatic performances. With a deep-rooted history in agriculture, Porterville is the heart of the breadbasket of the world, known for its bounty of produce and other agricultural products grown just outside city limits. There is something for everyone in Porterville and its surrounding areas.



Procedure for Candidacy

Please direct all nominations and resumes to Luke Morris or Molly Gauss using WittKieffer's [candidate portal](#) or email to mgauss@wittkieffer.com. Information that cannot be sent electronically may be forwarded to:

Molly Gauss
4 Park Plaza Suite 730
Irvine, CA 92614
Phone: 949-797-3510

The Sierra View Medical Center 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 Sierra View Medical Center 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.

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