



LEADERSHIP PROFILE

BayCare Health System

Vice President, Finance



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The Opportunity

With BayCare Health System's continued expansion and the recent promotion of Janice Polo to the role of Executive Vice President and Chief Financial Officer, BayCare has launched a national search to identify an exceptional executive to serve as Vice President, Finance. Key areas of responsibility for the position include Financial Systems, Financial Accounting and Reporting (the position also has responsibility for construction and supply chain financial management), Payroll, Accounts Payable, Capital Asset Management, Accounting Operations Center and Financial Planning. Given Janice's tenure with BayCare and the trust, collaboration and quality of service she established as the VP Finance, this new executive must be a proven finance leader, providing the same grasp of details and management expertise.

The VP Finance will inherit a high performing team (100+) of financial professionals spread across multiple sites and activities. She/he will work collaboratively across the BayCare system, continuing to build upon a culture rooted in accountability, depth of understanding and the highest levels of quality and follow-through. The VP Finance will support the CFO and other members of the leadership team with timely and accurate information to help drive business decisions. A holistic view of the health system's finances is crucial. While this leader will lead and ensure that the day-to-day finance activities and operate in a highly effective manner, she/he must also continually look for process improvements and innovation opportunities that will strengthen BayCare's market leadership position.

The VP Finance will be an experienced, proven health system finance leader. She/he will have had prior experience within a multi-site operation and managed/mentored a high-performing team of accomplished finance professionals. In addition to an undergraduate degree in Finance or Accounting, an MBA is preferred and a CPA certification is required.

The VP Finance will be a proactive leader who holds themselves and others accountable. The ability to work in a highly matrixed environment and build highly collaborative relationships across functions, levels and facilities is a must. This individual will need to immerse themselves into the finance operation, understand the strategic direction of BayCare and quickly develop credibility by having accurate information readily available for the CFO and other members of the executive leadership team.

This is an exciting time to join a high quality organization that is operating extremely well, has an exceptional reputation and is ideally positioned in a time of innovation and transformation within the care delivery system.

Organization Overview

BayCare is a leading not-for-profit health care system that connects individuals and families to a wide range of services at 14 hospitals and hundreds of other convenient locations throughout the Tampa Bay and central Florida regions. Inpatient and outpatient services include acute care, primary care, imaging, laboratory, behavioral health, home care, and wellness.

BayCare was formed in 1997 when the leading not-for-profit hospitals in the Tampa Bay area came together with a common mission to improve the health of their communities. To keep pace with health care's rapidly changing fiscal environment, the hospitals knew that in order to remain competitive, they had to continue providing patients with more, while spending less. As a united health system, BayCare Health has become more efficient by consolidating duplicative non-patient care services such as purchasing, human resources and financial services. Currently, BayCare is a \$3.8 billion organization recognized for its quality and financial performance.

In addition to efficiencies, BayCare also created a very unique delivery model for a successful health system. BayCare is a joint operating agreement between three Community Health Alliances, or CHA's. The name reflects both their community hospital status and how they work together to improve the communities they serve.

BayCare Health System by the numbers (2017)			
Hospitals	14	Births	15,178
ASC/Urgent Care/Imaging Facilities	44	Team Members (employees)	26,900
BayCare Medical Group (BMG) Providers	700	Outpatient Surgeries	60,820
BMG Visits	1.2 million	Discharges	171,650
Beds	3,511	Emergency Room Visits	658,191
Physicians on Staff	5,400	Home Health Visits	855,106

BayCare's operations are organized in a matrixed fashion with most of the administrative support services within BayCare consolidated under Vice Presidents in each area. These areas include finance, team/human resources, information services, managed care, risk management, performance improvement/clinical outcomes, health information management, electronic medical records, central business office, physician services, and marketing and communications.

The 14 hospitals have been recently organized into a market regional structure and include:

East

- [St. Joseph's Hospital](#)
- [St. Joseph's Children's Hospital](#)
- [St. Joseph's Women's Hospital](#)
- [St. Joseph's Hospital-North](#)
- [St. Joseph's Hospital-South](#)
- [South Florida Baptist Hospital](#)

West

- [Mease Countryside Hospital](#)
- [Mease Dunedin Hospital](#)
- [Morton Plant Hospital](#)
- [Morton Plant North Bay Hospital](#)
- [St. Anthony's Hospital](#)
- [BayCare Alliant Hospital](#)

Polk

- [Bartow Regional Medical Center](#)
- [Winter Haven Hospital](#)
- [Winter Haven Women's Hospital](#)

Centralized Divisions

At the system level, BayCare operates an **Ambulatory Services Division**. Ambulatory Care is led by a Senior Vice President and operates outpatient surgery, imaging, home care, wellness and lab outreach businesses, a durable medical equipment company, as well as real estate development. Ambulatory Care has a number of home care locations in the state of Florida, including BayCare's service area of Pinellas, Hillsborough, and Pasco, as well as Hernando, Polk, Sarasota, Citrus, Lake Marion, and Manatee counties. The focus of Ambulatory Care is to capture volume growth through new patient access points and to manage the patient's illness from onset to outpatient and inpatient settings, as needed.

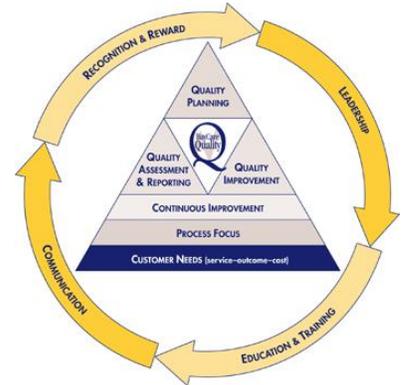
BayCare Home Care has been providing quality home care to Florida residents since 1976, providing comprehensive service excellence across many disciplines for the at-home patient. Located at community offices throughout Tampa, St. Petersburg, Clearwater and 13 surrounding counties, it is the second largest provider of home care services in the state of Florida. BayCare HomeCare is accredited by The Joint Commission and has also been frequently recognized as one of the nation's leading home care organizations by HomeCare Elite and ranked in the top 25% of all home care agencies in the nation, based on quality outcomes, quality improvement, and financial performance. BayCare HomeCare provides the full range of in-home patient care services including: home health, home medical equipment, respiratory therapy products and services, retail pharmacy, in-home infusion services, wheelchair transport, pre- and post-mastectomy supplies and our exclusive in-home personal emergency response system called CareLink.

BayCare Behavioral Health Division is a clinical division of BayCare Health System that provides a vast array of services in the Tampa Bay Region (Pinellas, Pasco, Hillsborough and Hernando Counties) and delivers a full continuum of care across the BayCare Health System and Tampa Bay Region. Behavioral Health annually provides over 265,000 outpatient visits, over 15,000 inpatient admissions within the hospitals, 22,000 residential bed days and 3,000 psychiatric consults in medical settings.

BayCare Medical Group (BMG) has more than 700 providers in over 180 locations throughout the Tampa Bay area and provides a wide range of primary care and specialty services to children and adults. BMG is dedicated to providing patients with the highest quality of care. Many BMG offices have been awarded the highest level of Recognition by the National Committee of Quality Assurance as a Physician Practice Connections® Patient-Centered Medical Home. They offer all specialties including primary care, subspecialty, and hospital based specialties. Last year the gross charges were over \$140 million.

BayCare Quality Philosophy

BayCare defines Quality as "Serving the Needs of Our Customer." Efforts are aimed at meeting the needs of the customer and improving customer satisfaction with the services delivered. The foundation of the Quality philosophy is built upon "Customer Needs," "Process Focus" and "Continuous Improvement." Guided by those principles, BayCare has established a Quality Process - a series of actions that bring about changes and results. "Quality Planning", "Quality Improvement" and "Quality Assessment and Reporting" formulate BayCare's Quality Process. In addition, the Quality model works in an environment with "Communication," "Education & Training," "Recognition & Reward" and "Leadership."



Mission, Vision and Values

Mission: BayCare Health System will improve the health of all we serve through community-owned health care services that set the standard for high quality, compassionate care.

Vision: BayCare is an extraordinary team leading the way to high-quality care and personalized customer-centered health.

Values: The values of BayCare Health System are trust, respect, responsibility, excellence and dignity and reflect our responsibility to achieve health care excellence for our communities.

For more information about BayCare Health System, please visit their website: <http://www.baycare.org>

Position Summary

Duties and Responsibilities

It is expected that all of the duties of the Vice President, Finance will be performed in a manner that reflects the values of BayCare Health System. This VP will ensure credibility of the Finance department by effective management, strong communications and providing timely and accurate analysis of financial data, reports and trends on a routine basis. She/he must be prepared to discuss key financial performance indicators with the CFO and other members of senior management and proactively seek improvements through more efficient processes and financial systems. Specific area and responsibilities will include:

Accounting/Financial Statement Reporting

- Provide leadership, as well as oversee financial activities in the preparation and consolidation of financial statements to ensure accuracy, timeliness and compliance with GAAP (generally accepted accounting principles).
- Oversee the assessment of new accounting pronouncements on BCHS, and implement if applicable.
- Oversee accounts payable and payroll.
- Monitor and maintain internal controls for financial reporting, accounts payable and payroll.
- Oversee the annual financial audit.

Tax Compliance and Reporting

- Oversee the completion of tax returns for not-for-profit entities ensuring compliance with tax laws.
- Oversee tax reporting and compliance for other regulatory agencies, including federal, state and local agencies.

Financial Planning

- Lead the development of a long-range operating and capital plan incorporating internal and external factors to ensure executive leadership has information to make long-term decisions.
- Oversee and work directly with management on short-term financial forecasting activities to ensure the BCHS has financial direction given current market situations, as well as the ability to monitor actual financial results compared to prior years and financial targets.
- Oversee the integrity of BCHS cost accounting system to ensure management has appropriate information to make business decisions.
- Oversee the preparation of financial analysis of current or new business strategies.
- Directs the preparation of statistical and cost accounting data and utilizes data to evaluate financial performance and support management decisions.

Financial Systems

- Oversee the implementation and maintenance of financial systems (ERP, Planning, etc).
- Partner with Information Services (IS) to incorporate the Finance Division technology needs in the IS Strategic plan.
- Lead the Finance team in using technology to improve processes within Finance to be more efficient and effective.

Financial Leadership

- Establish and maintain relationships with senior management to identify their needs and seek range of business solutions. Serve as the liaison with all constituents and departments.
- Provide senior management with advice on the financial implications of business activities.
- Work with senior management to provide recommendations to strategically enhance financial performance and business opportunities.
- Provide leadership to the Finance division to ensure on-going education, implementation of best practices and monitoring of service to internal and external customers.
- Provide leadership across Finance division to ensure development and compliance of Policies and Procedures, especially as it relates to professional ethics in the performance of job duties and responsibilities.

Goals and Objectives

The VP Finance is expected to accomplish several key objectives within the first 12 to 18 months. The following goals represent some of the challenges identified by the organization (not listed in order of priority).

- Establish personal and professional credibility through skillful leadership and delivery. Become a trusted, integral member of the executive management team and a resource across the system. Effectively lead a team within finance that is focused on service and on achieving financial goals.
- Collaborate with all stakeholders and effectively communicate across the system. Interact with colleagues at all levels of the organization and in the community in a diplomatic, professional and tactful manner.
- Demonstrate an understanding and commitment to the mission and values of the System, adhering to the mission and values at all times. Establish a style and culture within the Finance department that promotes customer service, visibility and transparency.
- Be viewed as a highly professional leader and resource within Finance, among the senior leadership team and the board of directors. The Vice President will be expected to visit locations, build relationships and be considered accessible and approachable.
- Work to facilitate more cross functional/multidisciplinary collaboration with a goal to decrease silos. Foster an environment which encourages the team to go the next step, find an answer for a colleague, and not "build walls" around job responsibilities.

- Partner with financial leadership to optimize revenue cycle so the function is viewed as best in class and a differentiator for the system.
- Provide team opportunities for mentoring and growth. Institute succession planning, talent management and development of staff with particular emphasis on building core competencies and nurturing career progression.
- Continue to identify opportunities to create efficiencies in finance processes through systems, staffing models and financial tools. Drive a consistent and more innovative and responsive approach across the organization to financial reporting, budgeting, planning and forecasting.
- Partner with executive management team to identify ways to manage healthcare costs and identify new opportunities for service enhancements and cost efficiency through innovative Finance solutions thereby driving down the overall cost per unit of service.

Candidate Qualifications

Education/Certification

An undergraduate in Finance or Accounting is required.

CPA certification is required.

An MBA is highly desired as well.

Knowledge and Work Experience

Minimum of 12 years experience in a senior financial leadership capacity, approaching the breadth and depth of management complexity required at BayCare. Industry experience should include at least 7 years health system or in a multi-disciplinary, multi-site healthcare operation. It would be valuable to have exposure to working with both urban and rural facilities of varying revenue sizes. Solid understanding of the challenges and opportunities of the finance function in either a hospital/group setting/health care system or an organization of similar complexity.

Leadership Skills and Competencies

- Strong leadership, strategic management and vision skills with a commitment to innovation and creative solutions. Knowledge and experience in finance, operations management, project management, strategic planning and building strong relationships.
- Success leading a team through a period of sustained rapid growth and expansion will be highly valued. Must be an adept and nimble manager, maximizing resources to maintain a high level of quality and service, continually delivering on timelines.

- Broad knowledge of technical elements involved in finance with specific functional experience in financial forecasting and modeling, strategic planning, management reporting, regulatory compliance, strategic analysis and change management.
- Strong track record of mentoring and developing leaders from within, as well as attracting and retaining strong talent. She/he will be a coach and sponsor of others.
- Strong grasp of details, consistently ahead of the curve when it comes to interpreting data, seeing trends and anticipating superiors' inquiries. Able to quickly process new information and point to areas to dig deeper. Pervasive customer service drive; encourages similar discipline from reports.
- Not-for-profit financial operations and reporting experience will be valuable. Cost containment and revenue enhancement strategies experience will be valued, as will be an overall solid understanding of healthcare operations.
- Strong critical thinking skills along with demonstrated financial management skills. A track record of extracting and synthesizing data into management information in order to make clinical, strategic and financial decisions.
- Demonstrated knowledge and proven experience with legal and tax considerations, compliance reporting requirements, finance, administering financial responsibility within an organization, and financial analysis.
- Strategic thinker with excellent written and verbal communication skills. Demonstrated ability to express ideas logically, cogently and persuasively. Has exceptional presentation skills and effectively communicates details to audiences with the appropriate level of detail required.
- Strong organizational development skills and a demonstrated ability to influence and foster cultural change; strong change management skills.
- Values based leader with demonstrated respect and sensitivity to cultural/social differences.
- Demonstrated initiative and problem solving skills using sound judgment.
- Proactive with a strong track record of prioritizing deliverables. Strong project management skills, excellent judgment and demonstrated ability to execute and delegate to achieve shared goals and deliverables.
- Ability to collaborate with multidisciplinary healthcare providers, communicate.
- Delivers appropriate information to stakeholders in an ongoing, timely fashion and maintain productive collaborative relationships with all internal and external customers.
- Ability to deal with uncertainty and ambiguity and manage when results may not be readily apparent.
- Experience leading initiatives that have significantly improved or maintained top decile in patient experience.

- Innovative forward-thinker; well versed in future trends and familiar with a broad range of reimbursement models.
- Has executive presence and track record of working successfully with senior leaders, boards and other key influencers.
- Exceptional ability to build commitment, influence others and drive large scale organizational and cultural change throughout the organization.
- Must have a well-developed understanding of computer applications and information technology and be able to network the resources necessary to blend financial planning with the clinical and operating systems of the organization.
- Possess a thorough knowledge of governmental and health care fiscal regulations, reporting and billing requirements. Must grasp and guarantee adherence to requisite state and national regulatory agency guidelines.

BayCare Leadership Essentials

These competencies are universally required of any leadership role at BayCare.

Engage

Communicator: Communicates consistently and transparently...early and often. Seeks to understand the needs, feelings and capabilities of others. Is tactful, honest, and treats others with **respect**.

- Presents information and ideas clearly, succinctly, and transparently
- Builds **trust** by demonstrating active listening skills and encouraging an open exchange of ideas
- Maintains self-control and preserves **dignity** of others during all interactions
- Ensures understanding, commitment and alignment to system, team and individual goals
- Closes the feedback loop and uses reflective listening to ensure understanding and commitment

Talent Developer: Motivates and guides others to reaching personal and organizational goals. Coaches, mentors, and challenges in a way that inspires people to reach their full potential.

- Demonstrates a track record of recruiting and retaining top talent
- Connects team members to meaningful opportunities for career enhancement
- Promotes team member empowerment and autonomy through **trust** and delegation
- Provides stretch assignments that build capability and confidence
- Creates individualized development plans that build the talent pipeline

Emotional Intelligence: Creates positive relationships that foster a healthy and fun environment for Team Members to work, Physicians to practice and for consumers to engage with our services.

- Demonstrates self-awareness of behavioral strengths and short comings

- Fosters **trust** by being open, honest, and vulnerable
- Sustains **respectful** relationships by understanding own and others' emotions and behaviors
- Is fair, considerate, and tactful with colleagues, consumers and Team Members
- Reads situations and dynamics accurately and works to bring about harmony and productive outcomes

Deliver

Collaborator: Works with teams to deliver on our vision and shared goals. Finds common ground with a wide range of stakeholders. Seeks the mutually beneficial solution for all constituencies including our consumers.

- Mobilizes teams to action while removing organizational barriers
- Models collaboration and teamwork to promote "*One BayCare*"
- Creates an inclusive environment promoting cross-functional ownership in decision making to build consensus and stimulate commitment
- Understands and artfully navigates our highly matrixed structure
- Encourages ideas from others and engage in shared decision making

Catalyst for Change: Adapt, evolve and transform through thoughtful experimentation and continuous learning. Seek out opportunities within change to differentiate BayCare from its competition and offer the highest level of value for our consumers.

- Remains agile and flexible while anticipating future trends/opportunities
- Fosters an environment of innovation, implementation and sustainability
- Stays current in knowledge and skills while possessing the learning agility to develop new capabilities
- Embraces the reality of constant industry change and uses it as an opportunity to mobilize and inspire
- Disrupts the status quo with new perspectives, thoughts and creative ideas

Results Driven: Leads by setting challenging goals and aligning Team Members to them. Owns and delivers results. Tracks and validates accomplishments using appropriate metrics.

- Takes personal **responsibility** and accountability for failures and successes and learns from both in equal measure
- Demonstrates a firm understanding of the business of healthcare and delivers against established service, outcome and cost targets
- Embraces thoughtful risk-taking to discover solutions that advance BayCare's Mission and Vision
- Develops new approaches that lead to value creation and efficiency
- Identifies and integrates relevant data to drive BayCare's operational **excellence**

The Community

Tampa Bay

Tampa Bay is a vibrant waterfront area on Florida's beautiful West Coast and offers a unique blend of urban excitement set in natural surroundings earning its top ranking as one of America's Best Places to Live and Work.

Tampa Bay consists of Hillsborough, Pinellas, Pasco and Hernando counties. With just over 4.2 million people, the Tampa Bay Metropolitan Statistical Area is the largest in Florida, the second largest in the Southeast and the 19th largest in the nation. It is also the largest seaport in the U.S.



The area also has a healthy mix of technology, financial, insurance and real estate firms, manufacturing, and warehousing and distribution. The Tampa Bay area has developed a "super" region dedicated to becoming a national focus for high technology firms. The result of cooperation between central Florida's leaders in academia, the private sector, economic development and government agencies from 13 counties from

the Gulf Coast to the Space Coast is the Florida High Tech Corridor, home to 3,000-plus high-tech companies. Tampa Bay is ranked number one in Florida for high tech jobs.

Tampa Bay scored highest in climate, recreation, leisure resources and education. The area's 19 universities and colleges (including the University of South Florida, one of the largest universities in the Southeast) and 70 vocational schools play an important role in training the highly skilled workforce needed by the growing number of high-tech firms.



The Tampa Bay area offers numerous indoor and outdoor recreational activities to its residents as well as its tourists. In addition to the soft sands of Pinellas County beaches, area attractions include: theme parks and aquariums; cruises, fishing boats and charters; art, historical and architectural museums; art galleries, fairs and festivals; a waterfront convention center; and, numerous state parks, animal sanctuaries, and nature preserves.

Situated in a semi-tropical climate, Tampa Bay enjoys nearly ideal weather the year around. The average winter temperature is 62.5 degrees Fahrenheit and the average summer temperature is 81.4 degrees Fahrenheit. Year-round average rainfall totals 46.7 inches.

The region features a highly developed infrastructure with a network of road, air, water and rail transportation. It also boasts a multilingual, highly trained workforce supported by outstanding educational institutions. With a low cost of living, no state income tax and affordable housing, health care and groceries, there's no shortage of people who want to live and work here.

Tampa Bay is home to three professional sports teams: the Tampa Bay Buccaneers NFL team, the Tampa Bay Rays MLB team and the reigning NHL Eastern Conference Champion Tampa Bay Lightning.

Additionally, Tampa Bay has earned an outstanding reputation as an ideal location for big events, having previously hosted four Super Bowls including Super Bowl XLIII in 2009. Most recently Tampa has been home to the 2009 NCAA Women's Volleyball Championship, 2009 SEC Men's Basketball Tournament, 2008 NCAA Women's Final Four, 2008 – 2009 ACC Football Championship, and the 2007 ACC Men's Basketball Tournament.

Additional information on the area may be located by accessing the following web sites:

Tampa Bay, Florida www.visittampabay.com

Clearwater, Florida www.clearwaterflorida.org

St. Petersburg, Florida www.stpete.com

Dunedin, Florida www.dunedin-fl.com



Procedure for Candidacy

Nominations and resumes should be submitted in confidence to the BayCare Health System Vice President, Finance search team Jena Abernathy and John Fazekas:

BayCareVPFinance@WittKieffer.com

The search process is underway and will continue until the position is filled.

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

BayCare Health System 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.

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