This Leadership Profile is intended to provide information about WellStar Health System and the position of Vice President and Chief Financial Officer, WellStar Kennestone Hospital. It is designed to assist qualified individuals in assessing their interest.
Overview of WellStar Health System

WellStar Health System is a full service, not-for-profit, integrated health system based in Marietta, Georgia and serving the metro Atlanta market. As a leader in comprehensive care, WellStar also has been recognized on a national level by Fortune 100 as one of the best companies to work for (2014 and 2015). Their specialists and primary care providers work in a multi-disciplinary environment with more than 14,000 team members. Key components of the integrated System include five hospitals throughout northwest Atlanta, 180+ WellStar Medical Group offices, an urgent care network, ambulatory care health parks, diagnostic centers, an accountable care organization, joint venture HMO, skilled nursing services, hospice care, and senior living services.

Serving a population of more than 1.4 million residents throughout northwest metropolitan Atlanta, WellStar constantly looks at total patient wellness and works to ensure that all Systems support that focus. As numerous clinical and workplace accolades show, WellStar is committed to caring for their patients, as well as their team members, like no other health System in Georgia.

Staying ahead of the technology curve has enabled WellStar to be leaders in both the diagnosis and treatment of an extensive array of health conditions. WellStar’s senior leadership, Board of Trustees, hospital authorities, regional health and Foundation boards regularly evaluate their community’s emerging needs to help equip their facilities with the best new technology.

In early 2012, WellStar leadership took a significant step in improving integration and communication throughout every corner of the System with the decision to put in place a System-wide integrated electronic medical record. WellStar’s purpose has been to unite and integrate the entire network of healthcare providers and facilities with a single medical record across the full care continuum. This System is powered by Epic software and is locally branded as WellStar Connect.

Our System’s journey to world-class took another important step in 2014 when WellStar joined the Mayo Clinic Care Network. WellStar’s participation in the Network further enriches the level of care the System provides through collaboration and innovation.

As a not-for-profit health System, it is WellStar’s responsibility to give back to their communities. They do this by not only providing quality care to their patients, but also through the support of the WellStar Foundation.

Below are some recent Awards and Recognitions for the System as well as some key facts.

- WellStar is the 10th largest employer in Atlanta, with over 14,000 employees
- Combined over 14,000 deliveries in the Atlanta Market
- Combined over 350,000 Emergency Room Visits within the Atlanta Market
- 2008-2015: Working Mother 100 Best Companies to Work For - Top 10 since 2010
- 2013-2015: Atlanta’s Healthiest Employers
2012-2013: Gallup Great Workplace Award
2010-2015: NAFE (National Association for Female Executives)
2014-2015: AJC Top Workplaces Award
2008-2015: Companies That Care Honor Roll
2010, 2012, 2013 and 2014: Dave Thomas 100 Best Adoption-Friendly Workplaces
2009, 2011 and 2013: AARP Best Employers for Workers over 50 (awarded every other year). Top 10 in 2013
2013: Working Mother Best Companies for Hourly Workers
2009-2013: Sloan Award for Excellence in Workplace Effectiveness and Flexibility

**WellStar Kennestone Hospital**

WellStar Kennestone Hospital, in Marietta, Ga., is known as a regional destination for world-class healthcare. The 633-bed facility—and flagship hospital of WellStar Health System—offers patients a comprehensive cardiovascular program, advanced neurosurgical and interventional radiology, along with offering the most advanced treatment modalities in the fight against cancer. A premier women’s health program provides over 5,550 new born deliveries and is supported by a level III NICU.

The hospital also includes the only designated Level II Trauma Center in northwest Atlanta and ranks among U.S. News & World Report’s top hospitals in Georgia. WellStar Kennestone is ranked as the busiest emergency department in Georgia, with more than 130,000 visits in fiscal year 2015.

As part of our System’s commitment to patient satisfaction, WellStar Kennestone recently opened a new 108-bed patient tower. The spacious facility offers patients and their families’ additional privacy in a comfortable setting. Additionally, a new pediatric unit will open in July 2015 offering care to children from the ages of newborn through 14 years of age. Kennestone places great emphasis on patient safety and quality with focused efforts on delivering a great patient care experience.

WellStar Kennestone Hospital is working to further the future of medicine by offering a variety of teaching programs. Kennestone partners with Kennesaw State University (KSU) to offer student nurse training by creating inpatient Dedicated Education Units. The development of a graduate medical education (GME) program is underway and the new residency program will begin July 2016.
Recent Accreditations, Awards and Recognitions

- Outstanding Achievement Award from Commission on Cancer of the American College of Surgeons (WellStar Cancer Network)
- “3 Star” quality rating from the Society of Thoracic Surgeons
- Fortune 100 Best Companies to Work For
- Stage 6 on EMR Adoption ModelSM Recognition (HIMSS Analytics)
- Top 10 company for working moms by Working Mother Magazine
- Top 10 Nonprofit Company for Executive Women (NAFE)
- Becker’s Hospital Review “100 Hospitals with Great Oncology Programs”
- U.S. News and World Report Top 5 Hospitals in Metro Atlanta
- Platinum Performance for Cardiac Registry
- Press Ganey Guardian of Excellence

WellStar Kennestone Hospital FY15 Key Statistics

- Number of Employees: 4,700
- Annual Discharges: 36,360
- Inpatient Surgeries: 10,152
- Outpatient Surgeries: 13,957
- Open Heart Surgeries: 750
- Emergency Visits: 132,581
- Average Length of Stay: 4.59

WellStar Cobb Hospital

Located just 20 minutes outside of Atlanta in Cobb County, WellStar Cobb Hospital is a leader in healthcare. The 382-bed facility offers services for the entire family from birth to geriatrics. The Family Birthplace at WellStar Cobb has a family-centered approach to care and an outstanding medical team of obstetricians and pediatricians, combined with the amenities of labor and delivery, recovery rooms, and a Level III NICU.

WellStar Douglas Hospital

Located in Douglasville, Georgia, WellStar Douglas Hospital continues to rise to the healthcare demands and needs of the community’s population of more than 120,000 residents. With 108-beds, state-of-the-art medical services and facilities, and a medical staff specializing in a wide variety of fields, the capabilities of this community-based hospital are exceptional.

WellStar Paulding Hospital

Firmly rooted in Paulding County and proudly integrated in the community’s history, WellStar Paulding Hospital has recently moved into a brand-new, state-of-the-art replacement facility. Filled with natural light and innovative, safety-oriented features, the new eight-floor, 295,000-square foot hospital has 56-beds, with the ability to expand to 112 beds.
**WellStar Windy Hill Hospital**

WellStar Windy Hill Hospital is a 115-bed facility located in Marietta, Georgia. The hospital is known for its Long Term Acute Care (LTAC) program, specialized surgical services and interventional radiology expertise, which includes their minimally invasive Center for Fibroid Care.

**WellStar Medical Group (WMG)**

The WellStar Medical Group is now the largest non-academic medical group in the Southeast. With more than 180 locations, the WMG now includes 838 medical providers in more than 30 specialties. The roots of WMG started in 1994, when WellStar Health System launched WellStar Physicians Group with a goal of creating a truly integrated health System where hospital-employed physicians work together with System leaders towards common goals. The WellStar Medical Group now serves as a seamless continuum of healthcare services, including primary and specialty care, acute care and ambulatory care, set in easily accessible ambulatory locations. For the patient, this means better care coordination, convenience of scheduling, co-location of specialties and the elimination of duplication through the sharing of key demographic and clinical information.

**WellStar Foundation**

For more than 15 years, the WellStar Foundation has acted as a supporting organization to WellStar Health System. As a not-for-profit health System it is their responsibility to give back to the community. They do this by providing quality care to their patients and through the support of the Foundation. Of the tax-deductible contributions made to the Foundation, 100 percent is reinvested into services and programs for the less fortunate in their communities as well as enhancing their facilities at WellStar.

**WellStar Health Parks and Ambulatory Care Centers**

WellStar’s Health Parks initiative involves the development of community-based outpatient care centers to be strategically located for convenient access within the northwest Atlanta metro area. Each Health Park may be slightly different in the services provided, but should contain some or all of the following: office space for primary care, pediatric and specialty physicians, outpatient surgery, diagnostic imaging and lab services, urgent care, primary care and specialty outpatient services such as cardiac, oncology, physical rehabilitation and women’s health. The System also plans to focus on the overall health and wellness of the community, not only through clinical services, but also by providing services such as chronic disease management, complementary medicine, screenings, fitness programs, and education.

At this time there are two large full service Health Parks including the Acworth Health Park and the newly opened East Cobb Health Park. Additional facilities and services include seven urgent care centers and sixteen diagnostic imaging centers. Many of these are integrated with WellStar Medical Group clinic sites.
**WellStar Health Network**

WellStar Health Network has been selected to participate in the Medicare Shared Savings Program (Shared Savings Program), Accountable Care Organization (ACO), a multifaceted new program sponsored by the Centers for Medicare and Medicaid Services (CMS). Through the Shared Savings Program, WellStar Health Network will work with CMS to provide Medicare fee-for-service beneficiaries with high quality service. It includes both WellStar Medical Group physicians as well as non-employed physicians that wish to participate with WellStar on these initiatives.

**WellStar Health System Formation**

In 1992, Kennestone Hospital and Medical Center and Kennestone Regional Health Care System positioned them to meet the challenges, which accompanied increased managed care penetration: intense competition for patients, shrinking reimbursement, changing inpatient practice patterns, and market consolidation. In 1992, the foundation of the organization that would become WellStar was built:

- In 1992, Kennestone Hospital and Medical Center and Kennestone Regional Health Care System launched their first joint venture - a laundry facility.
- In September 1992, following several months of a successful contract management relationship between Kennestone Hospital and Medical Center and Douglas Hospital, the Douglas Hospital Board of Directors agreed to a merger with Kennestone Health Services.
- In October 1992, Kennestone Hospital and Medical Center and Kennestone Regional Health Care System agreed to a merger creating an organization comprised of four acute care hospitals (Kennestone, Douglas, Kennestone, and Windy Hill) and the ancillary services owned by those organizations. With the formation of the organization, strategic and operational policy making would lie with a central Board of Directors. In 1994, Paulding Hospital joined the merged entities.

**WellStar’s Vision:** To deliver world-class healthcare.

**WellStar’s Mission:** To create and deliver high quality hospital, physician and other healthcare related services that improve the health and well-being of the individuals and communities we serve.

For additional information, please access: [http://www.wellstar.org](http://www.wellstar.org)
Position Summary

The Vice President and Chief Financial Officer (VP/CFO) Kennestone Hospital is a key member of the health system financial department, but is located and primarily functions within the executive leadership team at Kennestone Hospital. The VP/CFO serves as the lead on-site financial resource for the hospital focusing on leading the hospital management team toward meeting the financial goals in support of the financial Pillar. The CFO is also responsible for assisting the Kennestone management team in achieving other Pillar Goals of people, quality and patient safety, customer service, and growth.

The VP/CFO will work closely with WellStar Corporate counterparts in the execution of financial functions. Specifically, the VP/CFO will lead the annual financial planning (budgeting) process for Kennestone, working closely with the Corporate Vice President of Financial Planning. The VP/CFO will be a supply chain champion at the hospital, while working closely with the Corporate Senior Vice President of Supply Chain. The VP/CFO will be a workforce productivity champion and work closely with the rest of the hospital management team to achieve the productivity goals of the Kennestone and the WellStar Health System. The VP/CFO will be a leader in monitoring charge capture and denial management, while working closely with the Corporate Vice President of the Revenue Cycle. The VP/CFO will take the lead in establishing appropriate internal controls at the hospital, in consultation with the Corporate Internal Audit Department.

The VP/CFO reports to the Health System Executive Vice President of Finance, Jim Budzinski, and to the WellStar Kennestone President, Dan Woods. Direct reports include: the Assistant Vice President Financial Operations, Executive Director Patient Access Services and Business Managers of Financial Operations.

Duties and Responsibilities

It is expected that all of the duties and responsibilities of this position will be performed in a manner that reflects the values of WellStar System. The VP/CFO ensures WellStar Kennestone Hospital’s vision, values, mission, operating principles and strategic direction are consistently communicated and evident in the action.

☐ Provide written monthly review and analysis of hospital and cost center performance against plan (budget).

☐ Work with senior hospital management and department directors, provide reasonable, rational explanations for variances.

☐ Demonstrate an inquisitive nature by analyzing and investigating operational performance on a prospective basis.

☐ Assist Hospital Administration and department managers with implementing corrective actions for unapproved plan (budget) variances.

☐ Provide financial education programs for Kennestone management to ensure
understanding and compliance with WellStar’s stated budget and financial goals and objectives.

- Take the lead in new program evaluation with an appreciation of multi-departmental implications.

- Support certificate of need (CON) applications by assisting management in development of Pro Forma financial statements.
Opportunities and Expectations for Leadership

The Vice President and Chief Financial Officer 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).

- Gain a reputation as an engaged, highly visible, knowledgeable, trusted and credible financial leader who is in touch with the vision, operations and financial performance of Kennestone Hospital. The VP/CFO will lead through influence and inspiration and create a culture of inclusion and collaboration and provide opportunities for consensus-based decision making throughout Financial Services. The VP/CFO will partner with corporate financial leadership on Kennestone financial matters.

- Provide financial leadership to the Kennestone Hospital Leadership Team. As a key member of the hospital’s senior administrative team, the VP/CFO will provide leadership, advice, and counsel with regard to business, finance, revenue cycle, supply chain, productivity, internal controls and compliance matters.

- Lead the annual financial planning and budgeting process for Kennestone Hospital. The VP/CFO will lead the hospital budget committee. S/he will develop global statistical drivers of the operating budget and assist operational leaders in the development of annual operating and capital plans and budget. The VP/CFO will review monthly financial performance, analyze key variances and work with department directors to develop corrective actions to ensure adherence to budget. S/he will approve capital spending and reconcile annual spending to plan parameters.

- Lead revenue management initiatives for Kennestone Hospital. The VP/CFO will work with patient access to ensure timely and accurate registration of patients while maximizing point of service collections. S/he will review claim denial trends and work collaboratively with corporate patient financial services and revenue management to develop processes to minimize denials. The VP/CFO will review and ensure adequate reserves for contractual allowances and bad debts. S/he will work with corporate revenue management to ensure charge master accuracy and with Kennestone’s department managers to ensure optimal charge capture policies and procedures are in place and practiced. Work with health information management department to ensure medical records are completed in a timely manner and according to regulation.

- Serve as the supply chain champion for Kennestone Hospital. The VP/CFO will closely with the hospital management team, medical staff and physician leaders to efficiently utilize supplies throughout the hospital, with particular attention paid to high cost/high preference supplies. S/he will work closely with the corporate supply chain department in hospital and health system wide initiatives to control and reduce supply costs.

- Serve as the workforce management and productivity champion for Kennestone
Hospital. The VP/CFO will monitor key workforce management metrics and analyze variances to targeted levels of productivity. S/he will prepare and/or review workforce management productivity exceptions reports and work closely with the hospital management team to develop action plans to mitigate unfavorable variances to goals and targets.

- Participate in monthly financial statement closing for Kennestone Hospital. The VP/CFO will prepare financial summary and analysis to be included in health system reports S/he will work with the Corporate Accounting Department in order to identify and communicate any financial information needed in producing accurate and complete financial reports. The VP/CFO will review and perform financial analysis with the respect to expense and revenue accruals and profit and loss statement reclassifications.

- Support new program development and provide financial leadership and support on special projects. The VP/CFO will provide financial leadership on strategic initiatives including the development of pro forma financial statements and business plans and reporting on the results of new programs against original plans. S/he will support CON development by acting as a liaison to the strategic business development department. The VP/CFO will work collaboratively with Corporate Decision Support staff to request, analyze, and interpret hospital operational data.
Candidate Qualities and Qualifications

WellStar Kennestone has developed the following as qualifications, qualities, attributes and skills of the ideal candidate. The ideal candidate should possess:

Education & Experience

- An undergraduate degree in Accounting or Finance and an MBA are required. An active CPA license is highly desired.
- Greater than 10 years of financial leadership experience directly within the healthcare field, with strong preference for hospital financial experience commensurate in scale to Kennestone.
- A proven track record of progressive healthcare finance leadership, preferably as a CFO or Vice President of Finance.
- Experience in a large, complex hospital is required. Experience working within a matrix healthcare system and teaching hospital is desired.
- A successful track record of developing collaborative working relationships at the system and hospital level.
- Proven experience in evaluating programs and services and pro forma development.
- Prior leadership of annual budget processes, monthly operating reviews, variance analysis and revenue management.

Personal Characteristics

- Superb team play skills and an ability to integrate into the WellStar Kennestone culture, respecting the contributions of the existing team and associated team dynamics.
- Collaborative leader and the ability to work effectively with Kennestone leadership, the Kennestone finance team and WellStar System Finance leadership.
- Detail oriented, accountable and a team builder who appreciates and inclusion and excels at consensus building.
- Strong critical thinking and problem solving skills.
- Engaged and responsive, and is visible and accessible to leadership, peers and subordinates.
- Experience and working knowledge of operations finance and strategic financial
planning.

- Strong negotiation skills and the ability to navigate through differences of opinion with minimal conflict.

- Direct, diplomatic and culturally astute, with an appreciation of WellStar’s collaborative culture and matrix organization structure.

- Keen sense of priority and focus and the ability to focus efforts on what is most impactful and important to the achievement of WellStar Kennestone’s strategy and financial and operational performance.

- High degree of initiative, self-direction and independence, and openly solicits and welcomes ideas and input of others.

- Collaborative interpersonal skills and an executive, who can lead, engage and motivate others to achieve desired performance.

- Skilled written and oral communicator, who can communicate financial information in an easier understandable manner - clearly, directly, concisely and effectively.

- Ability to be flexible and expand financial leadership responsibilities broadly across the system as required.

- Strong business acumen, abundant character and high ethical standards.
Community Profile

WellStar Health System is located in Marietta, Georgia, nestled just north of Atlanta and just south of the North Georgia Mountains. Marietta serves as the county seat in the center of Kennestone County, Georgia. There is easy access to all points from Marietta thanks to Interstate 75, U.S. Highway 41 and many state routes.

Established in 1834, Marietta is a vibrant city that offers world-class amenities while preserving its important ties to the past.

Marietta offers her residents and visitors beautiful parks, quaint streets, Victorian homes and historic sites. Area shopping and progressive businesses are found here as well. Multiple local attractions, sporting events, festivals and industry provide visitors with many exciting things to do and business to conduct.

As of the 2010 census, Marietta had a total population of 56,579, making it one of the Atlanta metropolitan area’s largest suburbs. Marietta is the fourth largest of the principal cities of the Atlanta metropolitan statistical area.

Atlanta, Georgia, located in the geographic center of the Southeast, is the nation’s 9th largest metropolitan area and home to the world’s most-traveled airport. The city of Atlanta is home to more than 425,000 people and over 6 million reside in the Atlanta metro area. Atlanta is a regional, national and global center for business operations of all kinds – from headquarters to life sciences, from distribution centers to traditional manufacturing.

For additional information visit:
http://www.mariettaga.gov/city/residents/newresident
www.Kennestonechamber.org
www.mariettaga.gov

https://en.wikipedia.org/wiki/Atlanta
Procedure for Candidacy

Applications and nominations may be sent to: WellStarKennestoneCFO@Wittkieffer.com or to the consultants supporting this search:

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